



Salem Area Mass Transit District
BOARD OF DIRECTORS MEETING

Thursday, July 28, 2022 at 6:30 PM

This meeting is open to the public in the Senator Hearing Room at Courthouse Square at 555 Court Street NE, Salem, Oregon 97301. For individuals who are not able to attend the meeting in person, the following options are available to watch the meeting if you have internet access on a cellphone or laptop, or have a television.

- ZOOMGOV * **Meeting ID:** 160 519 4427 | **Passcode:** 512136
Go to: <https://cherriots-org.zoomgov.com/j/1605194427?pwd=enjXS3ZIV1BUM3QvWEU3bnplbHYzZz09>
- COMCAST CHANNEL 21
- LIVE STREAM: <https://www.capitalcommunitymedia.org/all>
- ONE TAP MOBILE: +16692545252,,1605194427#,,,,*512136# US (San Jose)
- LANDLINE PHONE: +1 669 254 5252 US (San Jose) or +1 669 216 1590 US (San Jose)

AGENDA

A. CALL TO ORDER

- Note the Attendance for a Quorum
- Pledge of Allegiance
- Safety Moment

B. ANNOUNCEMENTS & CHANGES TO AGENDA

C. PRESENTATION

- 1. Rider Survey and Needs Assessment **5**

D. PUBLIC COMMENT – *In writing, by email, in person, or by ZoomGov**

This is time designated for community members to testify before the Board on any items of Board business, being limited to three minutes. Please send your comments in writing or share your comments before the Board in person or by Zoom:

- ZoomGov: <https://cherriots-org.zoomgov.com/j/1605194427?pwd=enjXS3ZIV1BUM3QvWEU3bnplbHYzZz09>
 - Email: Board@cherriots.org
 - Mail: Attn: Cherriots Board, 555 Court St. NE, Suite 5230, Salem, OR 97301
- Written testimony will be submitted and entered into the record if it is received by 5:00 p.m. on the day of the meeting.

E. CONSENT CALENDAR

Items on the Consent Calendar are considered routine and are adopted as a group by a single motion unless a Board member requests to withdraw an item. Action on items pulled for discussion will be deferred until after adoption of the Consent Calendar.

1. Approval of Minutes

- a. May 26, 2022 Board of Directors Meeting **75**
- b. June 18, 2022 Board Retreat **83**
- c. June 23, 2022 Board of Directors Meeting **87**
- d. June 23, 2022 Work Session **95**

2. Routine Business Items

- a. Approval of Contract for Incident Management Software
- b. Acceptance of the Preliminary FY 2022 Financial Report **97**

F. ITEMS DEFERRED FROM THE CONSENT CALENDAR

G. ACTION ITEMS

- 1. Adoption of DEI Strategic Plan **103**
- 2. SSTCMH Selection of Preferred Site **125**

H. INFORMATIONAL REPORTS - None

I. GENERAL MANAGER'S REPORT

J. BOARD OF DIRECTORS REPORTS 149

This is the time for Board members to report on transit-related issues through committee and meeting participation, citizen communications, or special projects they are participating in as a representatives of the District.

K. ADJOURNMENT

Next Regular Board Meeting Date: Thursday, August 25 , 2022



FY 2021 BOARD PRIORITIES AND PRINCIPLES

Salem Area Mass Transit District, also known as Cherriots, has established priorities and principles that board members can use when representing the District on external committees.

Cherriots Board of Directors adopts the following priorities and principles:

Support of increased public transit funding

While Cherriots has seen an expansion of service in recent years, noticeable gaps in frequency and coverage remain in the existing service. As such, we are supportive of initiatives that could support the expansion of public transit in Marion and Polk counties. Funding sources could include federal, state, or local (city and county) revenues.

Pedestrian and bicyclist infrastructure

Transit riders and other community members depend on a strong, multi-modal network to reach their destinations. Large sections of the urban growth boundary do not have sidewalks, and bike infrastructure is inadequate. As Cherriots becomes a mobility integrator, we must advocate for strong "first mile/last mile" infrastructure.

Environmental justice

Decisions on how to allocate resources should be viewed through a lens of environmental justice. New projects should always consider historically underserved communities. For example, an area with higher levels of pollution should be the first to receive funding targeted to mitigate pollution.

Maintenance of existing travel lanes before building new infrastructure

Allocation of funding for automobile travel lanes should prioritize the maintenance of existing infrastructure before building new, costly-to-maintain infrastructure.

Unaccounted costs

Attention should be paid to policies that put the burden of costly infrastructure on the public when the number of individuals who would benefit is nominal. For example, parking minimums increase the cost of housing and commercial properties for everyone, but only drivers of automobiles benefit.

- **Virtual Meetings:** The Board of Directors meeting is a public meeting; typically in a place that is ADA-accessible. Board meetings will also be available via *ZoomGov*. The meeting I.D. and passcode are on the top of the agenda.
- **Closed Captioning (CC):** *ZoomGov's* live streaming platform includes Closed Captioning (CC). It is a good tool for aiding viewer participation in the meeting. However, CC does not always translate accurately.
- **Alternate Formats** This is a public meeting in a place that is ADA accessible. With 48 hours of notice, auxiliary hearing aids and services, and alternate formats for individuals with limited English proficiency are available. Requests can be made to the Clerk of the Board by phone at 503-588-2424 or with the assistance of TTY: Oregon Relay Services at 1-800-735-2900 (or 711). Cherriots administration office hours are Monday-Friday from 8:00 AM to 5:00 PM.
- **Electronic Copies** of the Board's meeting agenda packet are distributed by email 6-7 days prior to the meeting. The agenda packet is also included on the Cherriots website under Public Meetings and Notices at: <https://www.cherriots.org/meetings/>.
- **Email Distribution List:** To add your email address to the Board's meeting distribution list, please send your email address to the Clerk of the Board at publictestimony@cherriots.org.

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- Reuniones virtuales: La reunión de la Junta Directiva es una reunión pública; típicamente en un lugar que sea accesible según la ADA. Sin embargo, esta reunión de la Junta se llevará a cabo virtualmente a través de ZoomGov siguiendo las directivas del Gobernador Brown para mantener a las personas seguras y saludables durante la pandemia de Covid-19.
 - Subtítulos ocultos (CC): la plataforma de transmisión en vivo de ZoomGov incluye subtítulos ocultos (CC). Es una buena herramienta para ayudar a los espectadores a participar en la reunión. Sin embargo, CC no siempre se traduce con precisión.
 - Formatos alternativos Esta es una reunión pública en un lugar accesible a la ADA. Con 48 horas de anticipación, se encuentran disponibles audífonos y servicios auxiliares, y formatos alternativos para personas con dominio limitado del inglés. Las solicitudes se pueden hacer al Secretario de la Junta por teléfono al 503-588-2424 o con la ayuda de TTY: Oregon Relay Services al 1-800-735-2900 (o 711). El horario de oficina de la administración de Cherriots es de lunes a viernes de 8:00 a. M. A 5:00 p. M.
 - Se distribuyen copias electrónicas del paquete de la agenda de la reunión de la Junta por correo electrónico 6-7 días antes de la reunión. El paquete de la agenda también se incluye en el sitio web de Cherriots en Reuniones públicas y avisos en: <https://www.cherriots.org/meetings/>.
 - Lista de distribución de correo electrónico: para agregar su dirección de correo electrónico a la lista de distribución de reuniones de la Junta, envíe su dirección de correo electrónico al Secretario de la Junta a publictestimony@cherriots.org.



To: Board of Directors

From: Chris French, Service Planning Manager
David Trimble, Deputy General Manager

Thru: Allan Pollock, General Manager

Date: July 28, 2022

Subject: Rider Survey Report

ISSUE

Shall the Board receive the Rider Survey Report?

BACKGROUND AND FINDINGS

The District completes a Cherriots rider survey approximately every two years. This survey was originally scheduled to take place in April 2020, but was delayed due to the COVID-19 pandemic. Instead, the survey was administered starting October 25, 2021 and finished on November 3, 2021. Over 1,000 responses were collected during that time frame.

The purpose of the rider survey is to collect a statistically significant number of responses from existing Cherriots Local and Regional transit customers in order to learn how they use the transit system. This data helps staff to assess changes in the ridership profile of transit passengers. The results are used for two major purposes. First, to inform any fare equity analysis done in accordance to Cherriots applicable policies and the adopted Title VI Program. Equity analyses are required by Title VI of the Civil Rights Act, and by the Federal Transit Administration. The Cherriots Title VI Program and its associated policies will be updated using the new survey data, as applicable. The second major purpose of the rider survey is to inform planning projects such as the Needs Assessment, Fares analysis, Long Range Transit Plan, and Statewide Transportation Improvement Fund service plan. The final report is included as **Attachment A**.

Survey key findings:

- Cherriots Local and Regional transit services are essential to the community for providing transportation for people in Marion and Polk counties who don't have many other options to get to work, school, shopping, and recreational activities.
- 72% of the survey takers said they did not have a valid driver license; and 84% did not have a vehicle available to them.
- Riders are using transit for many trip purposes, but the majority (82%) are using it for purposes other than going to and from work. Shopping (15%), going to school (7%), and medical appointments (3%) were the most common next to going to work (18%).
- About twice as many students ride the bus home from school compared to riding to school.
- The mode of access and egress to and from a bus stop for most riders (89%) is walking, followed by getting dropped off (2%) and riding a bicycle (2%).
- Transfers happen most often between Core Network routes (Routes 21, 19, and 2 were the top three).
- Most riders (89%) ride at least once per week with most (35%) riding 4 or 5 days per week. A large number (29%) ride 6 or 7 days per week, which is consistent with the demographic results shown in bullet #2 above. (Question 14)
- Due to low ridership on many Cherriots Local and Regional routes during the pandemic, surveyors had a difficult time obtaining surveys on the non-Core Network routes. Therefore, the origin and destination data does not represent a full picture of Cherriots' riders, but does show where many of the riders using the core network routes (Routes 2, 3, 4, 5, 8, 18, 11, 17, 19, and 21) are starting and ending their trips. Maps in the report summarize the origin/destination data.
- Fifty three percent (53%) of riders identify as Caucasian/White for their race/ethnicity. This is much lower than the regional average of 68%, which shows that a larger proportion of minorities (15% greater) are riding Cherriots services than the regional average.
- Three percent (3%) of respondents reported working full-time jobs; 50% were unemployed and 35% had part-time jobs.
- One quarter (25%) of the riders were students. A majority of those were either full-time or part-time college students (56% combined of all students surveyed). The second largest category of students were high schoolers (40% of all students surveyed).
- Of the college students, two-thirds (67%) went to Chemeketa Community College; 10% were Western Oregon University students; and 4% attended Willamette University.
- About 13% of riders speak another language at home (or are Limited English Proficient (LEP)) with the highest number (9%) speaking Spanish.

- A large proportion (40%) said the annual gross income for their household was less than \$25,000; 20% chose not to provide their income; and 12% said they didn't know. Only 1% of riders had an annual household income of \$100,000 or more.
- The most requested improvement to Cherriots service was for increased frequency (33%). The second-most requested was related to fares (16%), and the third-most was to run the buses later (increasing the span of service) (15%).

The top ten categorized requests are provided in Table 1 below.

Table 1. Top ten categorized responses to the question, “If you could name one thing to make Cherriots service better, what would it be?”

Category	Percent
Increase frequency	33%
Fares (Lower/cheaper, eFare, free, etc.)	16%
Span of service - later	15%
Operator friendliness	9%
Coverage - more stops	6%
Bus stop amenities - shelters	5%
Span of service - earlier	3%
Better on-time performance	3%
Rules enforcement	2%
Bus stop amenities - seat/bench	2%

FINANCIAL IMPACT

Information item only.

RECOMMENDATION

Information item only.

PROPOSED MOTION

Information item only.



2021 RIDER SURVEY

ZILO
INTERNATIONAL GROUP

STRATEGIC CONSULTING

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EXECUTIVE SUMMARY

Cherriots is a public transportation agency providing bus service to a more than 76 square mile area in Salem, Keizer, and the mid-Willamette Valley. As such, the results of this bus passenger survey reflect the efforts made by Cherriots staff to survey riders from across this region. The survey was originally scheduled to be conducted in the spring of 2020, but was postponed to the fall of 2021 due to the COVID-19 pandemic.

Personnel from Zilo International Group, LLC. (Zilo) conducted this survey by handing out paper surveys onboard all bus routes and at transit centers. The survey asked questions about riders' origins and destinations as well as rider demographics including questions on family income, number of members in household, employment status, and general information about the individual. This survey will be used to gather data and assist in long-range planning, modeling and forecasting, Title VI planning, as well as inform state and federal grant applications. The paper survey was offered in English and Spanish. We collected a total of 1,116 surveys aboard 27 regional and local routes. Please see Appendix A and B for additional tables and copies of the survey. The survey commenced on October 25, 2021 and concluded on November 3, 2021. Due to the impacts of the pandemic, several routes had reduced trips and/or very few riders. Therefore, Zilo staff had a difficult time finding enough riders on some routes who wanted to take the survey. If riders declined to take the survey, Zilo staff were trained to say thank you and approach other riders.

The friendly and excited demeanor of Zilo's surveyors motivated many riders to complete the survey. All surveyors wore blue Zilo shirts to be easily identified and were trained to be courteous and professional at all times and to understand the importance of accurate data in achieving the objectives of the survey. The survey was 25 questions and the average time to complete it was five to ten minutes.

Overall, the survey was a success and we found that respondents were satisfied with the bus service. Throughout our engagement, we received continuous feedback on how important and necessary the bus service is to these riders. It was our privilege to assist Cherriots on this project and we hope to partner with them again and provide even more value in the future. We learned a great deal from the process and the unique characteristics of Cherriots. If you have any questions, please do not hesitate to contact me.

Sincerely,
Milena Zilo



Founder and Chief Executive Officer
Zilo International Group, LLC
3939 East Arapahoe Road, Suite 210 | Centennial, CO 80122
Mobile: 917-225-1851 | Office: 720-295-0054
milena@zilointernational.com | <http://www.zilointernational.com>



KEY TAKEAWAYS

- Surveys were collected from a wide range of Cherrriots Local bus routes. Due to the complexity of collecting surveys on the Cherrriots Regional routes and the fact that ridership is so low during the pandemic, only 5% of the surveys represent regional riders.
- Out of 998 responses, 64% of the survey takers said they ride the bus more than four days a week. Only 11% said they ride less than once a week.
- 72% of the survey takers said they did not have a valid driver license, and 84% did not have a vehicle available to them.
- The surveys were collected from a wide cross-section of riders with a good representation across all ages, ethnicities, genders, and income levels.
- When asked about how Cherrriots could better serve them, many respondents said that they would like to see additional bus services and frequency.

QUESTION 1

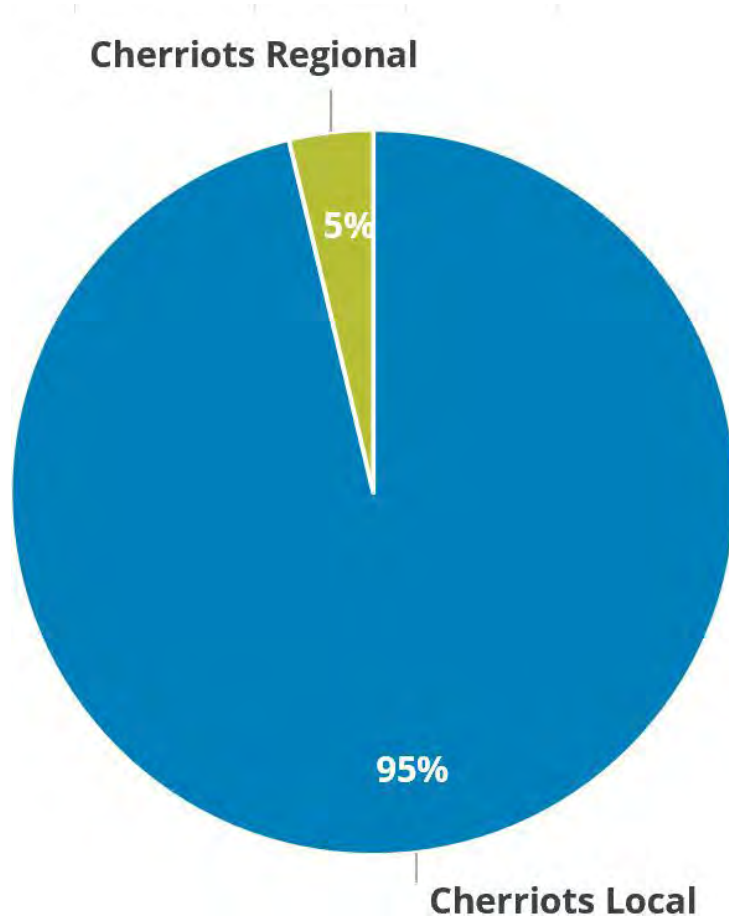
Please provide either your home address or the city and cross streets nearest your home.

Answers to this question were grouped by zip code. The majority of people who took the survey live in Salem and Keizer. Less than 5% reside outside those zip codes.

Responses		
Salem	97301	334
Salem	97305	140
Salem	97302	135
Keizer	97303	95
Salem	97304	79
Salem	97306	74
Salem	97317	35
Monmouth	97361	20
Aumsville	97325	5
Independence	97351	3
Sublimity	97385	3
Albany	97321	2
Silverton	97381	2
Gervais	97026	1
Woodburn	97071	1
McMinnville	97128	1
Salem	97307	1
Salem	97309	1
Corvallis	97330	1
Dallas	97338	1
Falls City	97344	1
Stayton	97383	1
Salem	97393	1
Kerby	97531	1
Total		938

QUESTION 2

What bus route are you riding now?
(Please check one and indicate the route number where available)



Responses	
Cherriots Local	1055
Cherriots Regional	41
Total	1096

95% of respondents were riding Cherriots Local.

QUESTION 2

What bus route are you riding now?

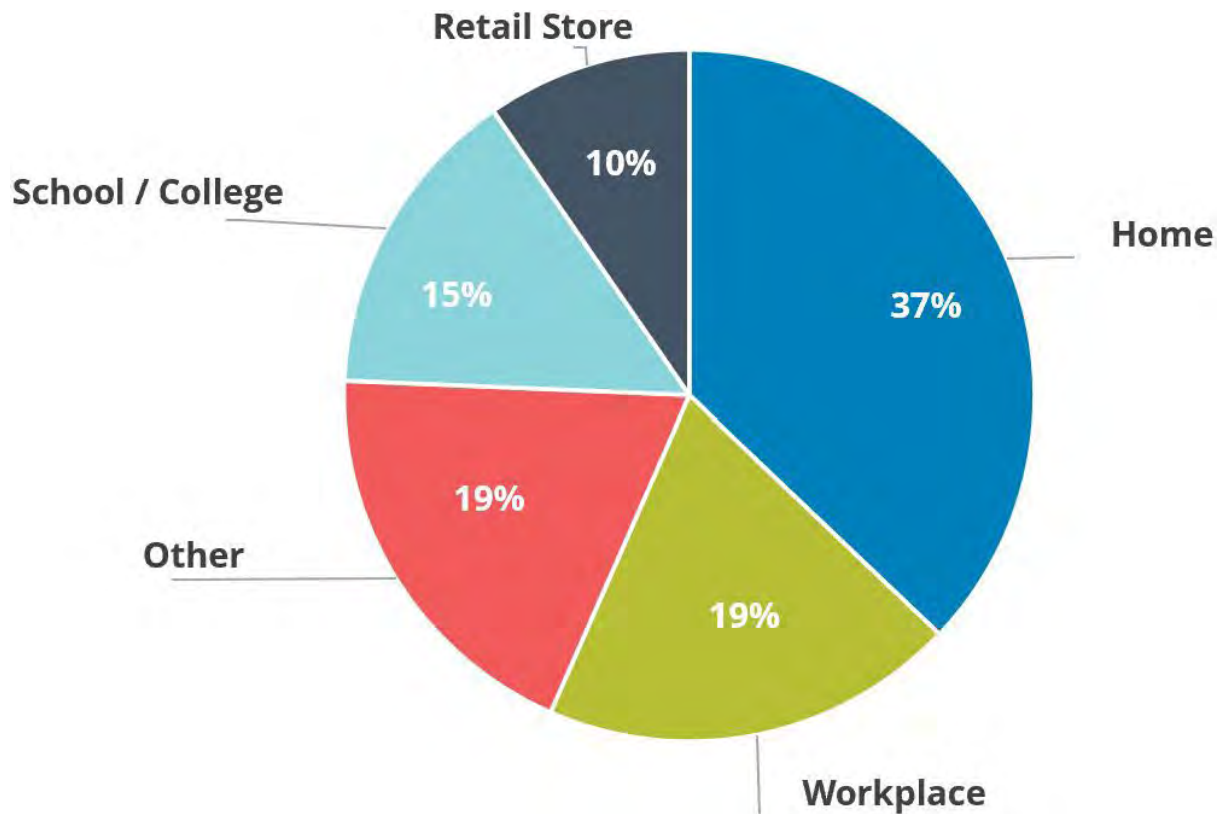
(Please check one and indicate the route number where available)

In some cases respondents entered more than one route in their answer, but only the first identified bus was counted in the total.

Routes	# of Responses
2 - Market / Brown	136
3 - Portland Road	59
4 - State Street	69
5 - Center Street	98
6 - Fairview Industrial	10
7 - Mission Street	22
8 - 12th / Liberty	59
9 - Cherry / River Road	33
11 - Lancaster / Verda	81
12 - Hayesville Drive	4
13 - Silverton Road	43
14 - Windsor Island Road	13
16 - Wallace Road	12
17 - Edgewater Street	62
18 - 12th / Liberty	35
19 - Broadway / River Road	137
21 - South Commercial	157
23 - Lansing / Hawthorne	22
26 - Glen Creek / Orchard Heights	1
27 - Glen Creek / Eola	2
45 - Central Polk County	1
1X - Wilsonville / Salem Express	0
10X - Woodburn / Salem Express	5
20X - N. Marion Co. / Salem Express	1
30X - Santiam / Salem Express	7
40X - Polk County / Salem Express	25
50X - Dallas / Salem Express	1
60X - Lincoln City / Salem	1
Total	1096

QUESTION 3

Where did you begin this bus trip?



Responses	
Home	282
Workplace	148
Other	145
School / College	112
Retail Store	73
Total	760

Other Responses	
bus stop	38
downtown	14
friend / family	11
dentist / doctors / clinic	8
county jail	3
dining	3
hotel / inn / motel	3
amtrak	2
appointment	2
parole office / probation	2
transit mall	2
bank	1
church	1
gym	1
shelter	1

Most riders (37%) said they started their current bus trip at home. Workplace and other were the next highest at 19%. The responses given when “other” was selected are ranked in the Other Responses table.

QUESTION 4

Please provide either the address or city and nearest cross streets for the location you listed in Question 3

Answers to this question were grouped by zip code. The majority of people surveyed began their trip in Salem and Keizer. Less than 2% began their trip outside those zip codes.

Responses		
Salem	97301	353
Salem	97302	150
Salem	97305	128
Keizer	97303	75
Salem	97304	67
Salem	97306	43
Salem	97317	16
Silverton	97381	3
Aumsville	97325	2
Sublimity	97385	2
Woodburn	97071	1
Portland	97213	1
Portland	97223	1
Albany	97321	1
Dallas	97338	1
Independence	97351	1
Monmouth	97361	1
Total		846

QUESTION 5

How did you get to the bus stop to board this bus?

Responses		
Walked	934	89%
Other	54	5%
Got dropped off	21	2%
Rode a bicycle	18	2%
Used a wheelchair or other mobility device	15	1%
Carpooled / Vanpooled	7	1%
Used a taxi / uber / lyft	3	0%
Drove to park and ride	1	0%
Total	1053	

- Most riders (89%) said they had walked to the bus stop to board this bus. The next highest selection was "other".
- All respondents who chose "other" indicated that they rode another bus in order to arrive at this stop.

QUESTION 6

Please list, in order, all of the buses you already rode or will ride to complete this trip:

This table shows the number of survey respondents who indicated which routes they were riding for the 1st, 2nd, or 3rd leg of their trip.

Routes	1st Bus	2nd Bus	3rd Bus
2 - Market / Brown	109	85	41
3 - Portland Road	63	40	26
4 - State Street	53	43	16
5 - Center Street	89	80	31
6 - Fairview Industrial	14	12	5
7 - Mission Street	16	24	7
8 - 12th / Liberty	67	39	17
9 - Cherry / River Road	38	23	13
11 - Lancaster / Verda	78	71	41
12 - Hayesville Drive	4	3	7
13 - Silvertown Road	41	40	19
14 - Windsor Island Road	7	6	4
16 - Wallace Road	16	12	6
17 - Edgewater Street	71	44	17
18 - 12th / Liberty	27	35	14
19 - Broadway / River Road	122	64	32
21 - South Commercial	134	104	45
23 - Lansing / Hawthorne	22	20	4
26 - Glen Creek / Orchard Heights	2	0	4
27 - Glen Creek / Eola	8	3	2
45 - Central Polk County	0	1	0
1X - Wilsonville / Salem Express	7	1	0
10X - Woodburn / Salem Express	7	1	0
20X - N. Marion Co. / Salem Express	1	1	0
30X - Santiam / Salem Express	3	2	1
40X - Polk County / Salem Express	24	11	4
50X - Dallas / Salem Express	1	0	1
60X - Lincoln City / Salem	1	1	0
Total	1025	766	357

QUESTION 6 - CONTINUED

Please list, in order, all of the buses you already rode or will ride to complete this trip:

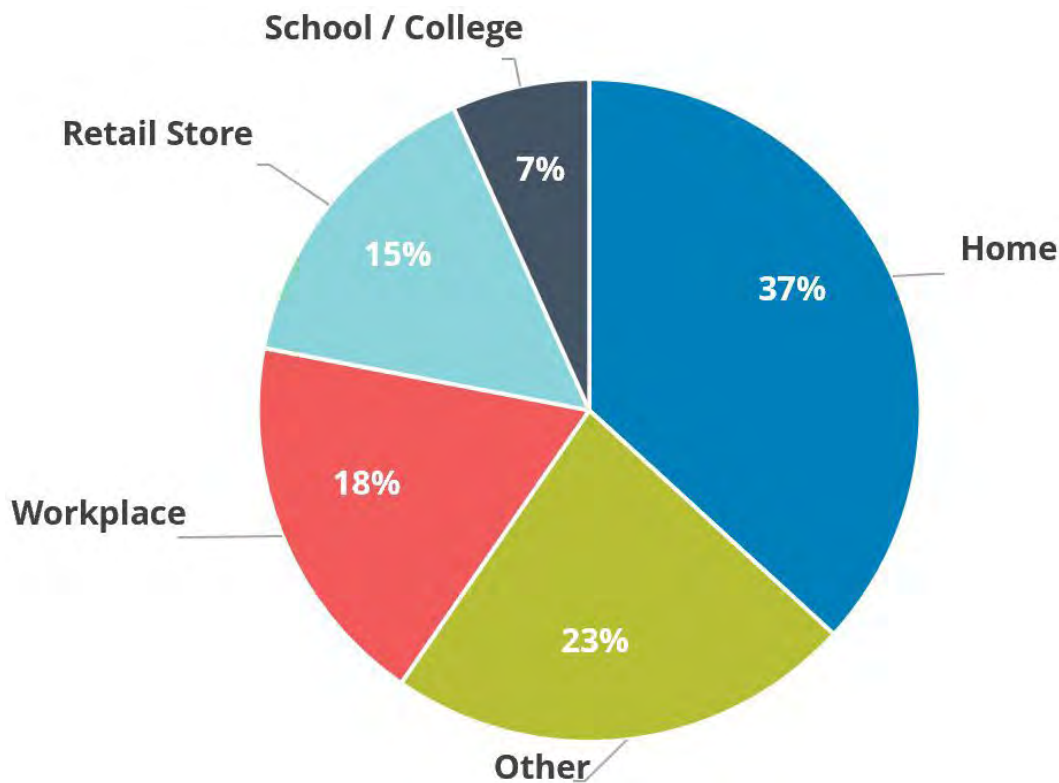
The table shows the most common answers, all responses larger than 4 are shown below. A series of tables of all the answers is included in Appendix A.

1st Bus Route	2nd Bus Route	3rd Bus Route	# of Responses
2			27
2	11		12
2	21		9
2	19		7
2	4		5
2	18		5
2	7		4
3			15
3	21		4
4			14
4	21		5
5			28
5	8		6
5	11		5
5	19		5
5	21		4
8			12
8	2		5
8	3		5
8	4		4
8	21		4
9			8
9	19		5
11			28
11	2		5
11	4		5
11	2	21	4
11	3		4

1st Bus Route	2nd Bus Route	3rd Bus Route	# of Responses
13			8
17			15
17	2		7
17	5		5
17	21		5
17	5	17	4
19			49
19	17		6
19	5		4
19	11		4
19	11	2	4
19	21		4
21			60
21	4		8
21	5		8
21	2		7
21	2	5	4
21	6		4
21	13		4
23			4
1X			4
40X			7

QUESTION 7

Where are you going?



Responses	
Home	400
Other	248
Workplace	200
Retail Store	166
School / College	73
Total	1087

Most riders (37%) said they were going home. Other was the next highest response at 24%. The responses given when "other" was selected are ranked in the Other Responses table.

Other Responses	
dentist / doctor / clinic / hospital	34
family / friends	27
appt	10
recreational	9
errands	8
bank	7
dinning	6
downtown	4
transit center	4
church	3
gym	3
ssn office	3
volunteer	3
library	2
airport	1

QUESTION 8

Please provide either the address or city and nearest cross streets for the location you listed in Question 7

Answers to this question were grouped by zip code. The majority of people surveyed began their trip in Salem and Keizer. Only 3% began their trip outside those zip codes.

Responses		
Salem	97301	305
Salem	97302	145
Salem	97305	113
Keizer	97303	82
Salem	97304	46
Salem	97306	40
Salem	97317	13
Monmouth	97361	8
Dallas	97338	3
Silverton	97381	3
Aumsville	97325	2
Newberg	97132	1
Corvallis	97330	1
Corvallis	97331	1
Crawfordsville	97336	1
Falls City	97344	1
Independence	97351	1
Sublimity	97385	1
Total		767

Origin / Destination

The following tables show answers from question 3 of where the respondents started their trip and question 8 of where they were going.

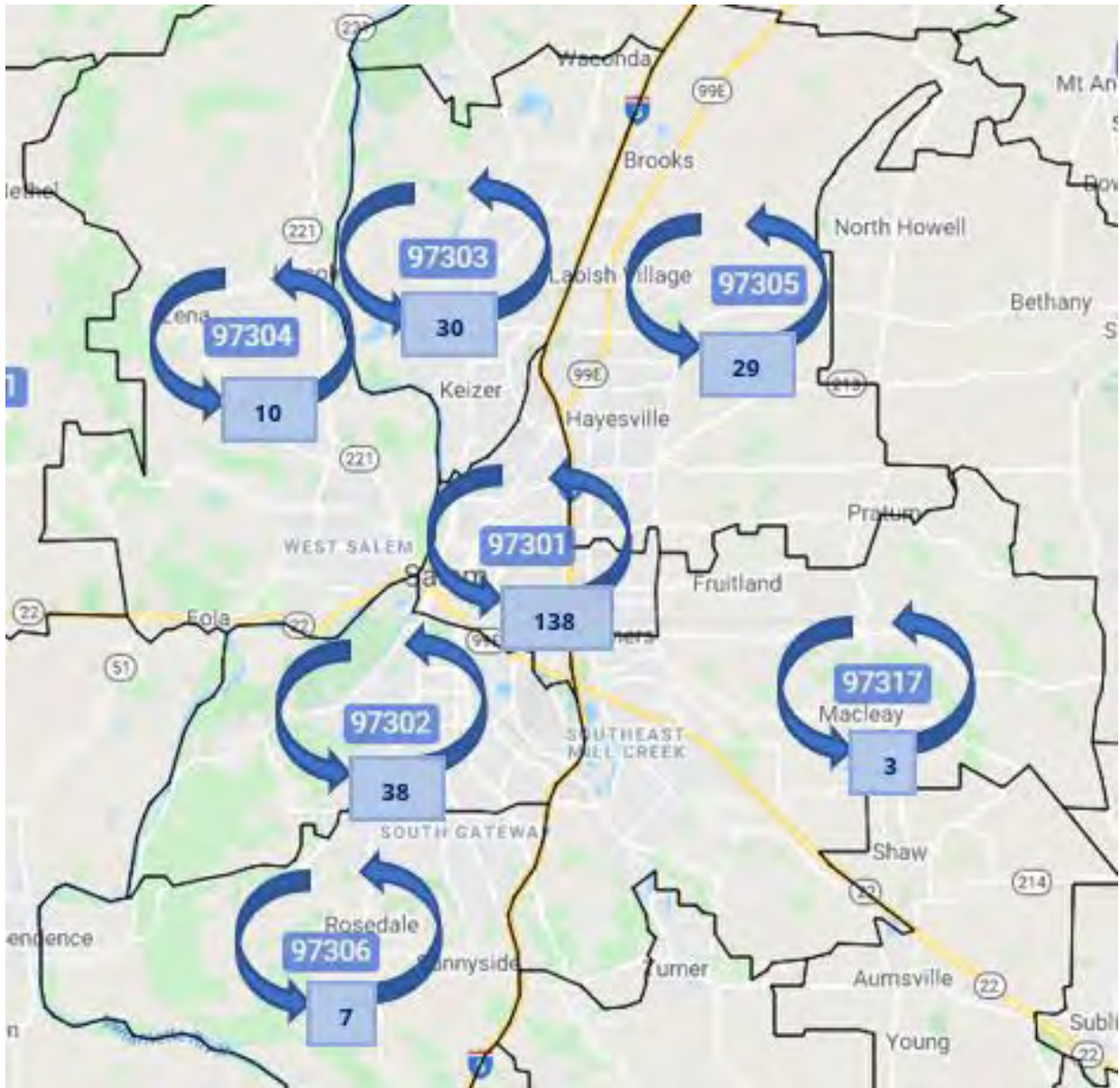
Start		End		# of Responses
Salem	97301	Salem	97301	138
Salem	97301	Salem	97302	44
Salem	97302	Salem	97301	38
Salem	97302	Salem	97302	38
Salem	97301	Salem	97305	32
Keizer	97303	Keizer	97303	30
Salem	97305	Salem	97301	30
Salem	97305	Salem	97305	29
Salem	97301	Keizer	97303	23
Salem	97305	Salem	97302	22
Salem	97302	Salem	97305	18
Salem	97304	Salem	97301	18
Salem	97306	Salem	97301	17
Salem	97301	Salem	97304	16
Salem	97301	Salem	97306	14
Salem	97304	Salem	97302	14
Keizer	97303	Salem	97301	13
Salem	97304	Salem	97305	11
Salem	97304	Salem	97304	10
Salem	97302	Keizer	97303	8
Salem	97302	Salem	97304	8
Salem	97305	Keizer	97303	8
Keizer	97303	Salem	97302	7
Salem	97305	Salem	97306	7
Salem	97306	Salem	97306	7
Salem	97302	Salem	97306	6
Monmouth	97361	Salem	97301	6
Salem	97306	Salem	97302	5
Salem	97305	Monmouth	97361	4
Salem	97302	Salem	97317	3
Keizer	97303	Salem	97304	3
Keizer	97303	Salem	97305	3
Salem	97306	Salem	97304	3
Salem	97317	Salem	97302	3
Salem	97317	Salem	97317	3

Origin / Destination - Continued

Start		End		# of Responses
Salem	97301	Aumsville	97325	2
Salem	97305	Salem	97304	2
Salem	97305	Salem	97317	2
Salem	97317	Salem	97301	2
Salem	97317	Keizer	97303	2
Aumsville	97325	Salem	97305	2
Monmouth	97361	Salem	97306	2
Monmouth	97361	Monmouth	97361	2
Silverton	97381	Salem	97301	2
Woodburn	97071	Salem	97301	1
Portland	97213	Salem	97301	1
Salem	97301	Newberg	97132	1
Salem	97301	Salem	97317	1
Salem	97301	Crawfordsville	97336	1
Salem	97301	Dallas	97338	1
Salem	97301	Monmouth	97361	1
Salem	97301	Silverton	97381	1
Salem	97302	Falls City	97344	1
Keizer	97303	Corvallis	97331	1
Salem	97304	Keizer	97303	1
Salem	97304	Salem	97306	1
Salem	97304	Salem	97317	1
Salem	97305	Dallas	97338	1
Salem	97306	Keizer	97303	1
Salem	97306	Salem	97305	1
Salem	97306	Monmouth	97361	1
Salem	97317	Salem	97304	1
Salem	97317	Salem	97305	1
Albany	97321	Salem	97301	1
Dallas	97338	Dallas	97338	1
Independence	97351	Salem	97301	1
Silverton	97381	Keizer	97303	1
Sublimity	97385	Salem	97301	1
Sublimity	97385	Sublimity	97385	1

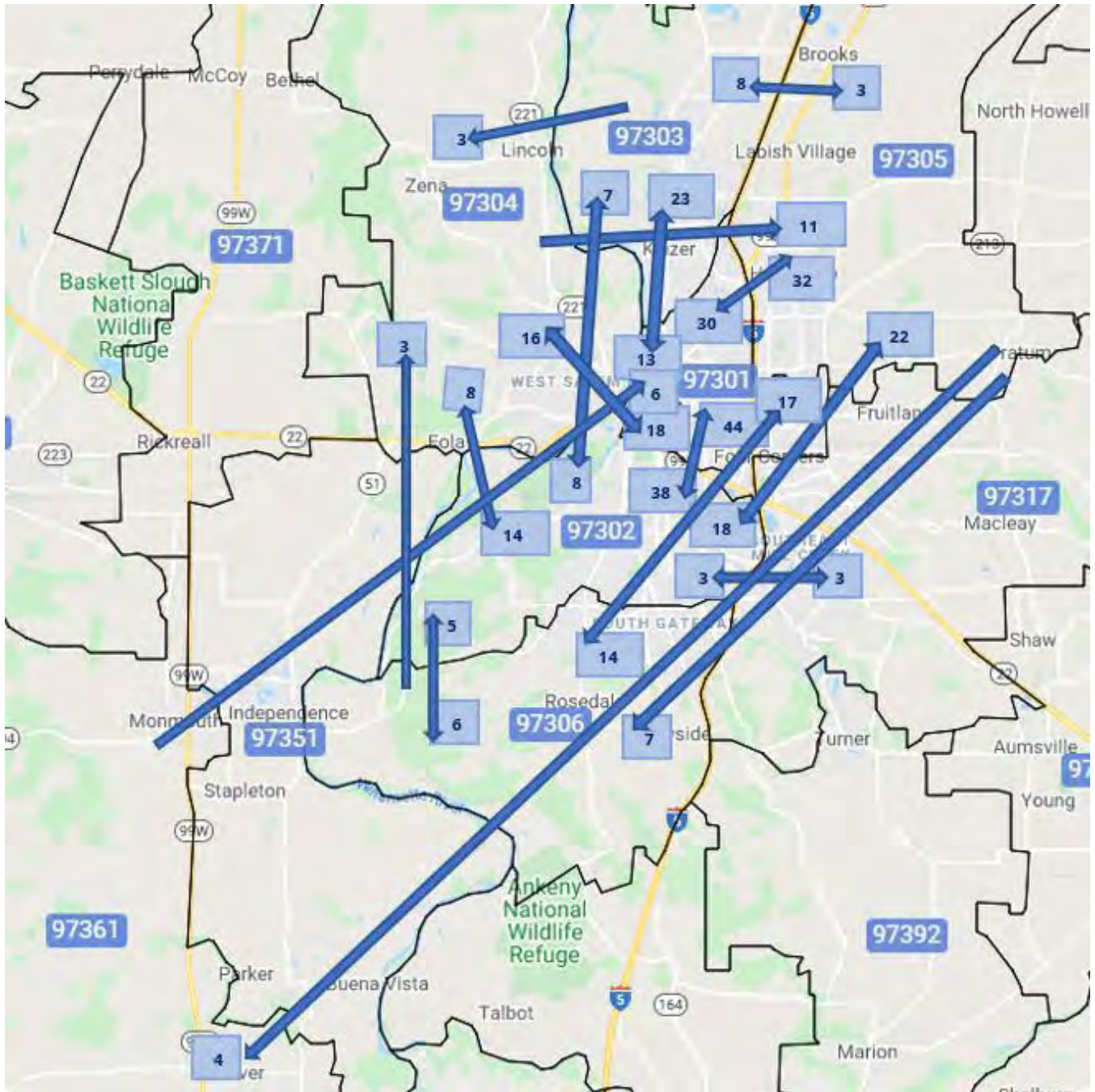
Origin / Destination

The following two pages show the origins and destinations by zip code. Only those with 3 or more responses were included in the figures. The circular arrows in the map on this page show the riders that traveled within the same zip code.



Origin / Destination

The arrows on the map below show movement between zip codes. The numbers in the blue boxes show the number of riders traveling to the zip code the box is located in. The origin zip code can be found by following the arrow to its other end.



QUESTION 9

How did you pay your fare for this trip (check one)?

	Cash (One-Ride)	Day Pass	Local 30-Day Pass	Regional Month Pass	Annual Pass	Universal Month Pass	Group Pass
Cherriots Local Full Fare	102	240	219	N/A	18	11	2
Cherriots Local Reduced Fare	15	82	99	N/A	16	3	1
Cherriots local Youth Fare	10	46	46	N/A	2	1	0
Cherriots Regional Full Fare	4	3	N/A	10	2	1	0
Cherriots Regional Reduced Fare	4	4	N/A	4	2	1	0
Cherriots Regional Youth Fare	0	2	N/A	2	1	2	0
Cherriots Regional Route 1X Full Fare	0	N/A	N/A	N/A	N/A	1	N/A
Cherriots Regional Route 1X Reduced/Youth Fare	1	N/A	N/A	N/A	N/A	1	N/A
Group Fare	N/A	N/A	N/A	N/A	N/A	N/A	1

Passes are by far the most popular way passengers choose to pay their fares. This is most likely due to the fact that a majority of Cherriots customers ride four or more days per week, which is most economical using a 30-day or day pass. In fact, day passes and 30-day passes had the highest use rates among the respondents. Group passes had the lowest response rate.

QUESTION 10

After getting off your LAST bus on this trip, how will you get to your final destination?

Responses		
Walk	896	87%
Other	48	5%
Ride a bicycle	24	2%
Get picked up in a car	23	2%
Use a wheelchair or other mobility device	19	2%
Carpool / Vanpool	11	1%
Drive	6	1%
Use a taxi / uber / lyft	0	0%
Total	1027	

Most riders (87%) said they they would walk to their final destination after getting off the last bus on this trip. The next highest was "other". The respondents who chose "other" indicated that they would take another bus. No one planned to take a taxi, Uber, or Lyft.

QUESTION 11

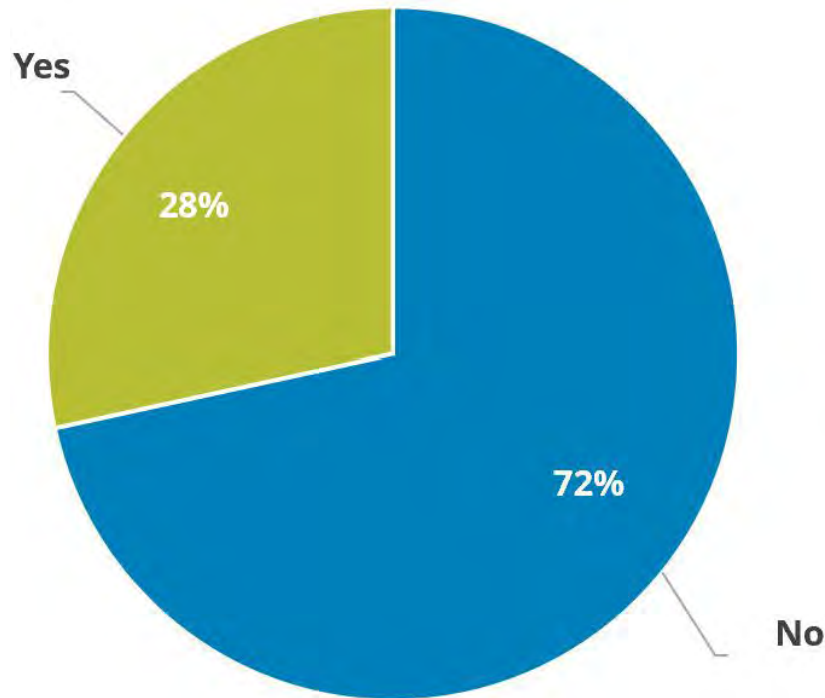
What is the purpose of your transit trip today?

Responses		
Go home	306	26%
Go to work	261	22%
Shopping / Errands	205	17%
Medical / Dental appointment	87	7%
Social activity	83	7%
Other	66	6%
Entertainment / Recreation	53	4%
Student going to college	46	4%
Student going to school (K-12)	45	4%
Chemeketa CC	27	2%
Other college / University	10	1%
WOU	4	0%
Willamette U	2	0%
Total	1195	

- In many cases riders gave more than one answer to this question, therefore, the total combined responses is higher than the responses we got for the question.
- Home, work, and shopping / errands were the top answers riders provided as the purpose of their transit trip. For the purposes of this report, we were able to combine many of the “other” responses into the correct categories. Several others were not identified.
- Students going to school (K-12) were high school students from McKay, North, and South Salem High Schools.

QUESTION 12

Do you have a valid driver's license?

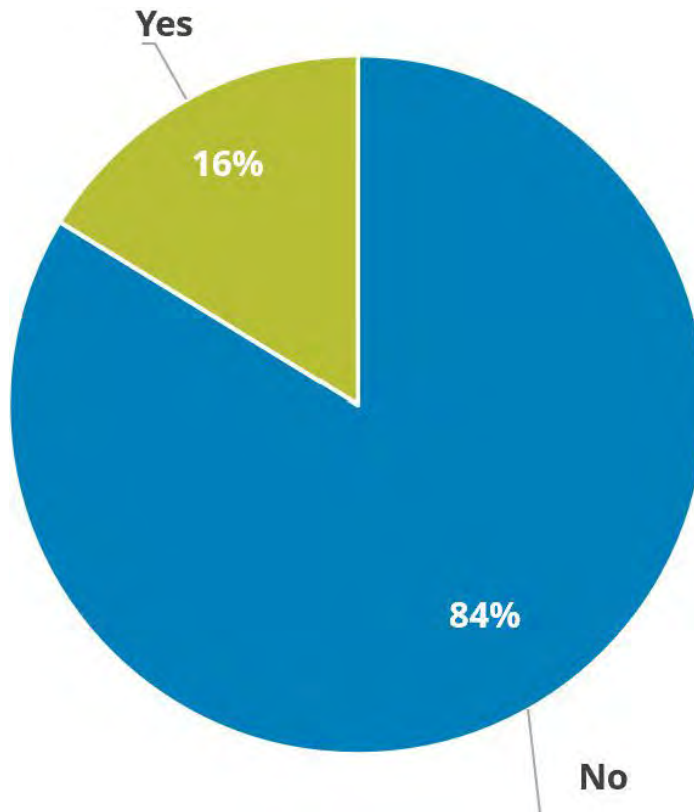


Responses	
No	736
Yes	292
Total	1028

The 72% of survey takers who do not have a valid driver's license shows that the majority of riders rely heavily on public transportation.

QUESTION 13

Do you have a vehicle you could have used to make this trip either as the driver or as a passenger?

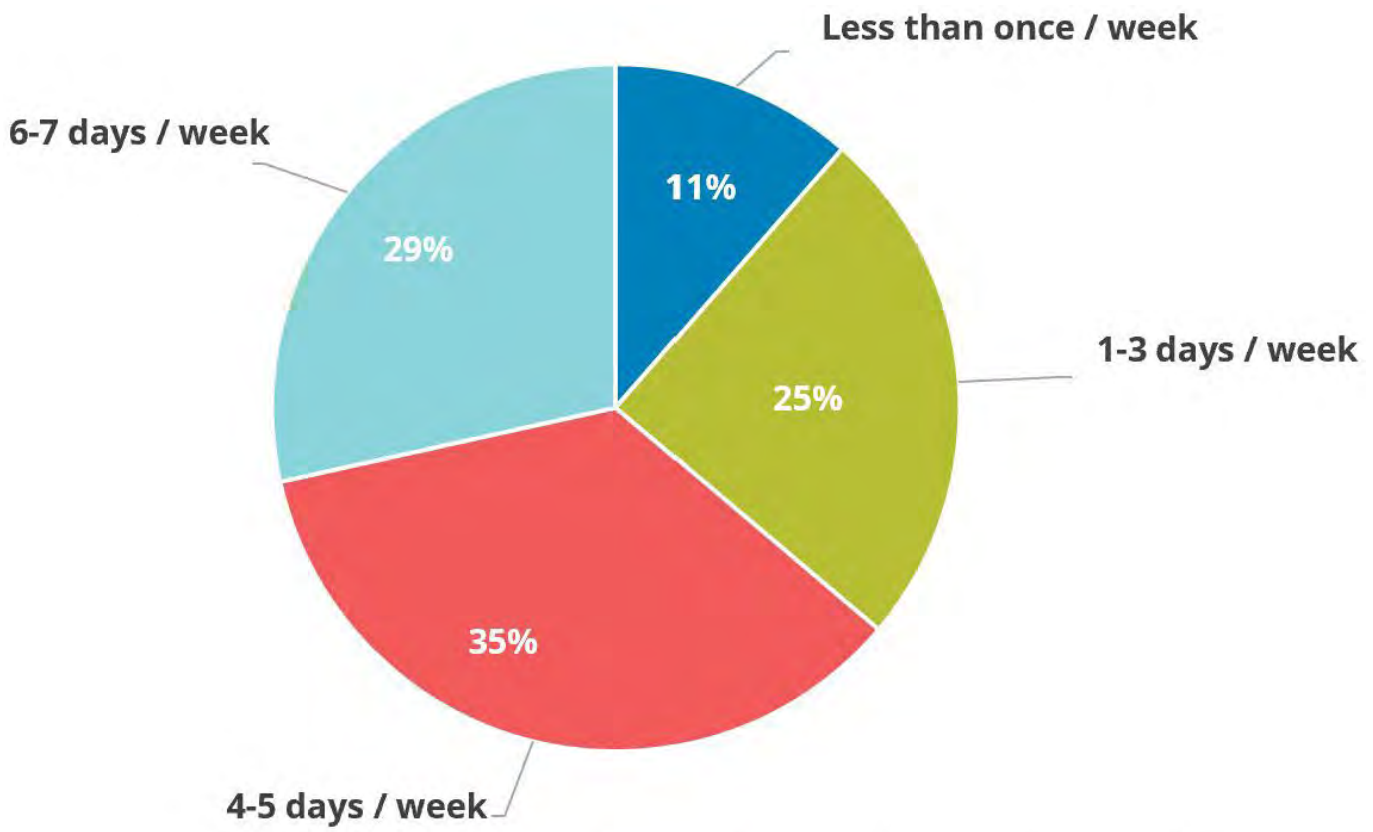


Responses	
No	845
Yes	164
Total	1009

84% of the riders who responded to the survey do not have a vehicle available to them.

QUESTION 14

How often do you ride the bus?

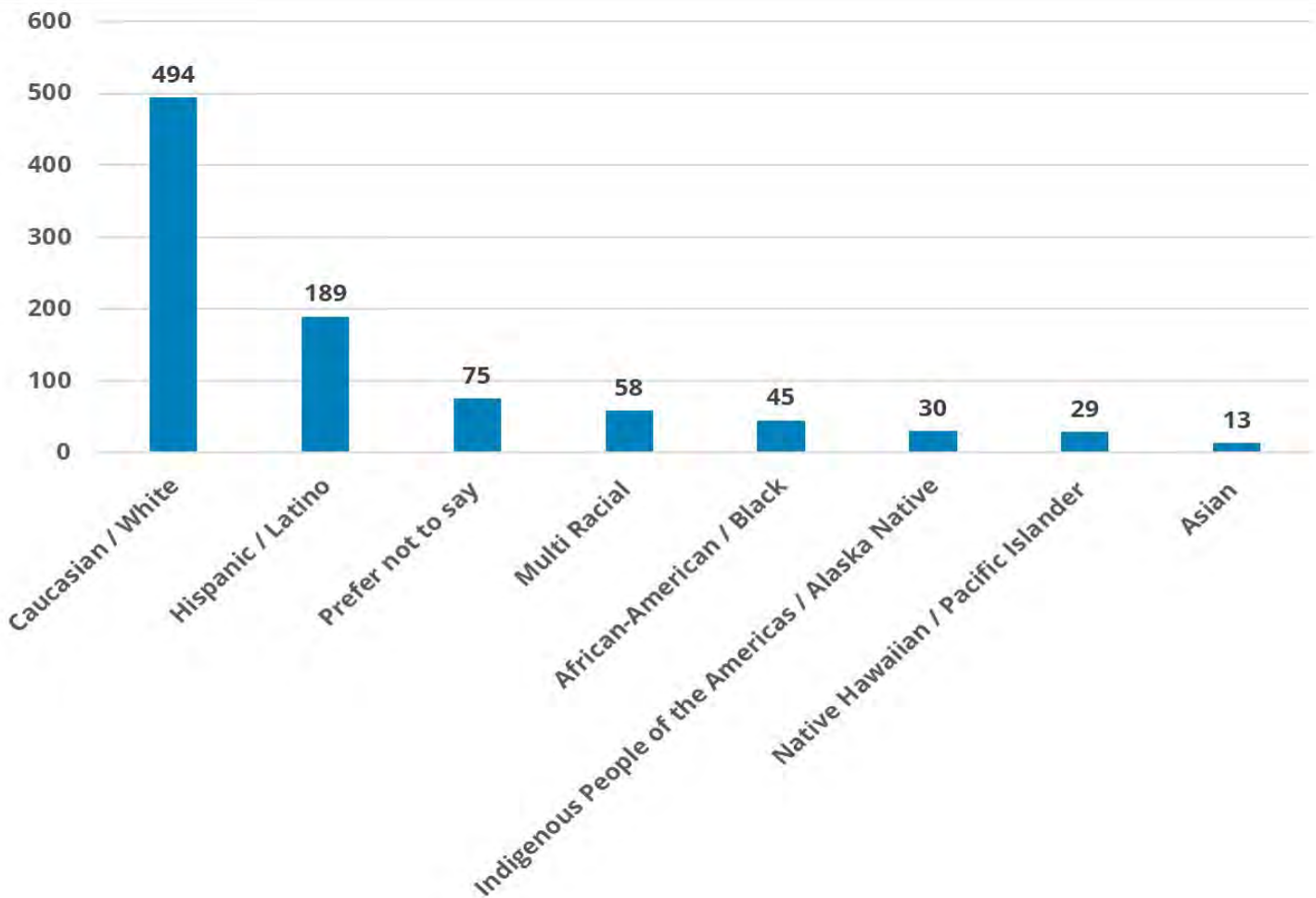


Responses	
Less than once / week	114
1-3 days / week	247
4-5 days / week	353
6-7 days / week	284
Total	998

Out of 998 responses, 64% of the survey takers said they ride the bus four or five days a week. Only 11% said they ride less than once a week.

QUESTION 15

What is your race / ethnicity? (Mark all that apply)

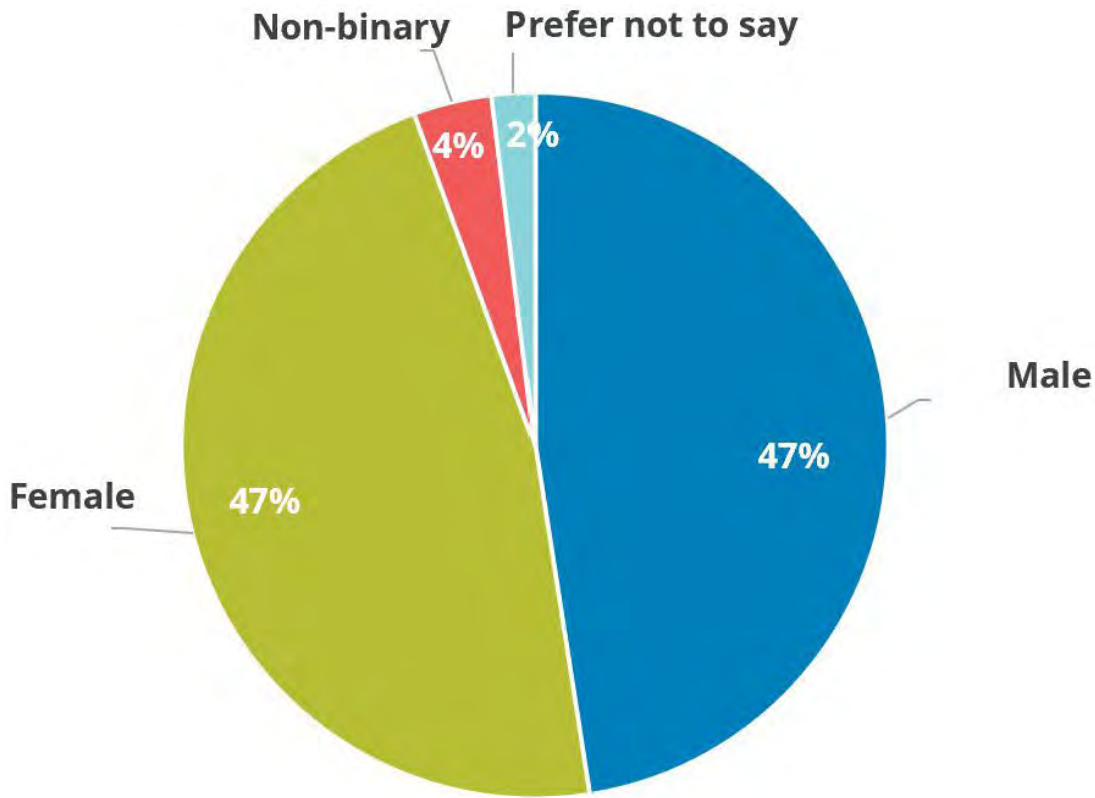


Responses		
Caucasian / White	494	53%
Hispanic / Latino	189	20%
Prefer not to say	75	8%
Multi Racial	58	6%
African-American / Black	45	5%
Alaska Native	30	3%
Native Hawaiian / Pacific Islander	29	3%
Asian	13	1%
Total	933	

- Although riders were told that the following demographic questions were voluntary, 933 of the survey takers provided answers.
- Caucasian / White made up over half at 53% with Hispanic / Latino as the next highest race / ethnicity group at 20%. Just 6% of the respondents were Multi Racial. Asians made up the smallest percentage at only 1%.

QUESTION 16

What is your gender?

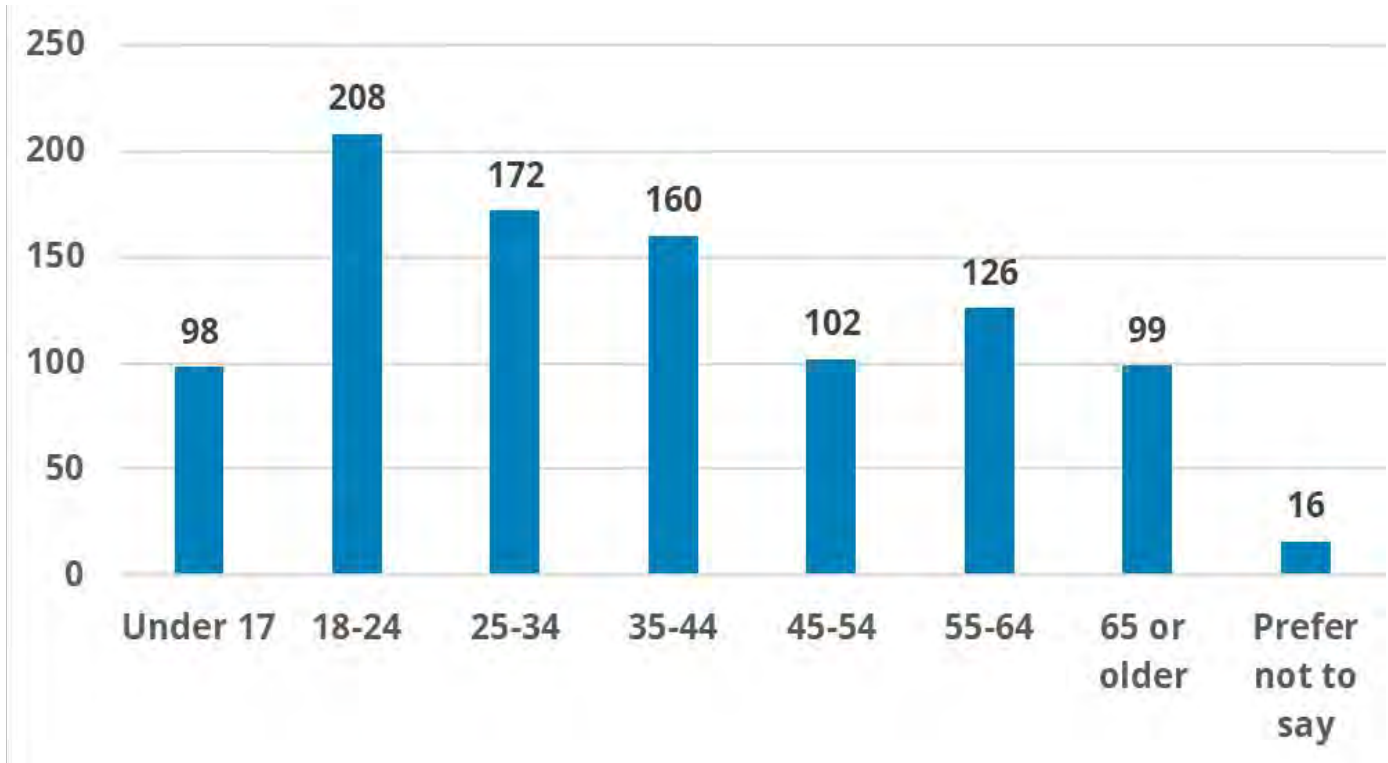


Responses	
Male	464
Female	458
Non-binary	35
Prefer not to say	19
Total	976

There was an equal representation of female and male responders (47% each). Just 4% of responders chose non-binary and 2% preferred not say.

QUESTION 17

What is your age?

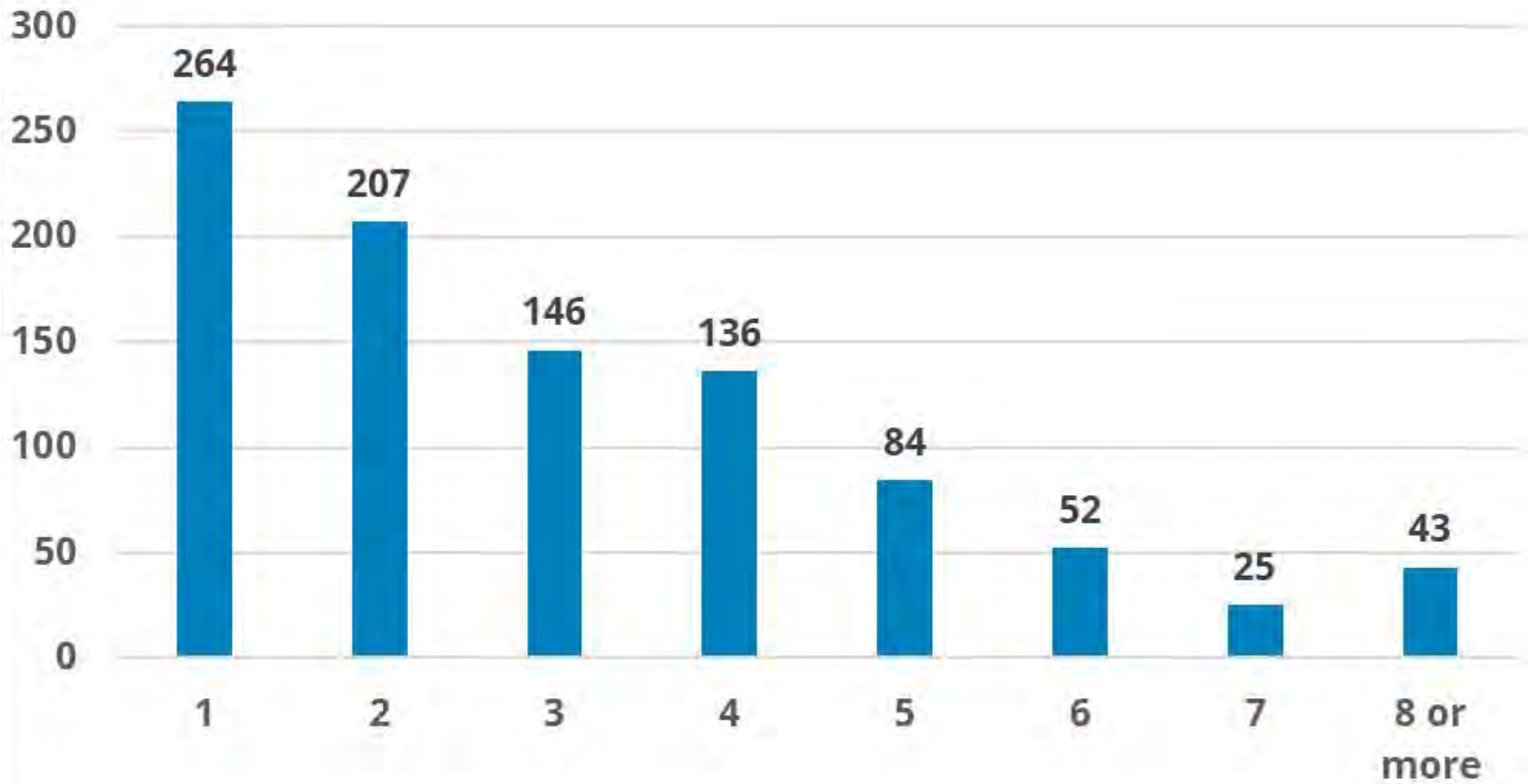


Responses		
Under 17	98	10%
18-24	208	21%
25-34	172	18%
35-44	160	16%
45-54	102	10%
55-64	126	13%
65 or older	99	10%
Prefer not to say	16	2%
Total	981	

Riders of all age groups were approached, resulting in a participation rate of at least 10% from each one. The majority of the responders (21%) were individuals between the ages of 18 and 24. We had an equal representation of those under the age of 17 and those 65 or older. Only 2% of responders chose not to say.

QUESTION 18

How many people live in your household, including yourself?

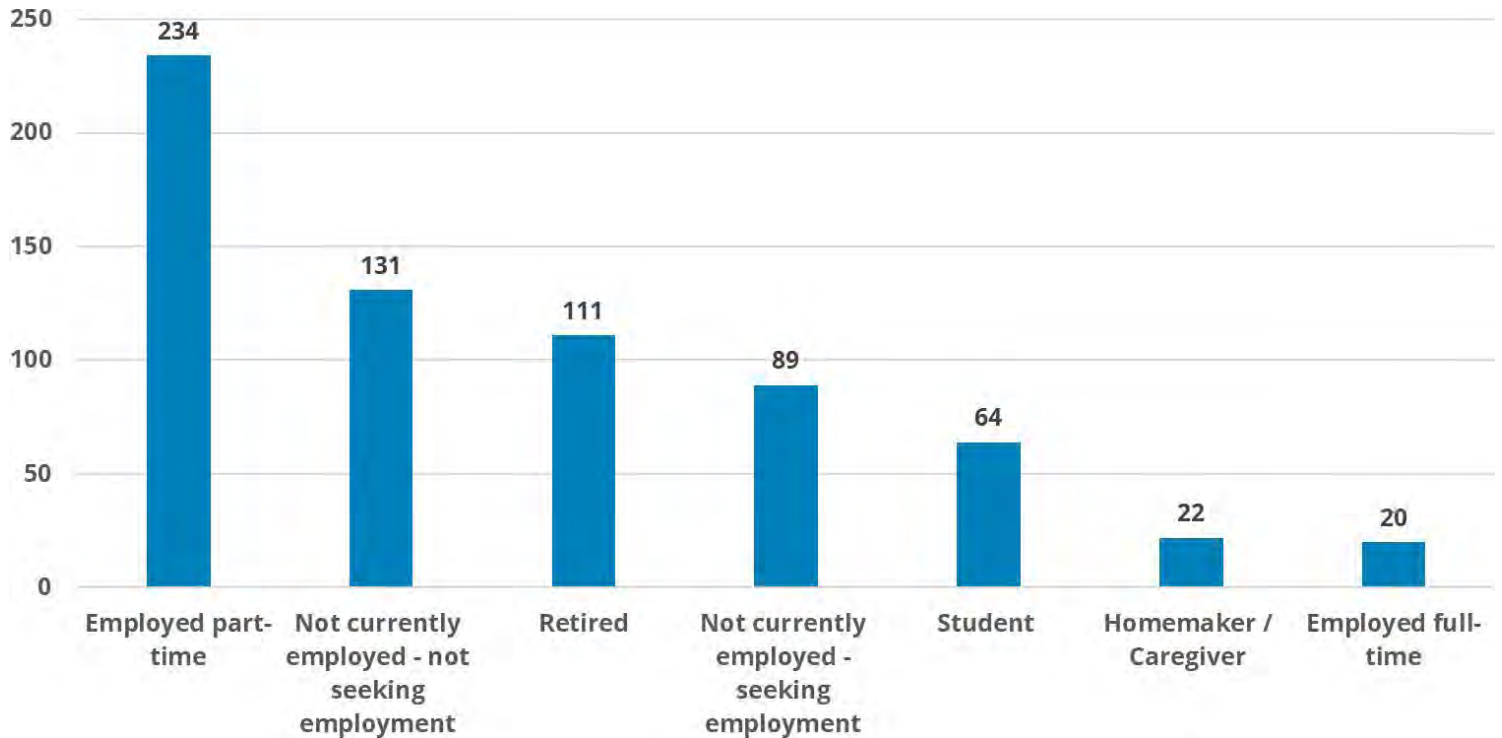


Responses		
1	264	28%
2	207	22%
3	146	15%
4	136	14%
5	84	9%
6	52	5%
7	25	3%
8 or more	43	4%
Total	957	

We received a total of 957 answers to this question. The majority of the people that took the survey (28%) live alone. The second highest response was a household size of two (22%).

QUESTION 19

Current Employment status:



Responses		
Employed part-time	234	35%
Not currently employed - not seeking employment	131	20%
Retired	111	17%
Not currently employed - seeking employment	89	13%
Student	64	10%
Homemaker / Caregiver	22	3%
Employed full-time	20	3%
Total	671	

The majority of participants (35%) indicated they are employed part-time. Those employed full-time made up only 3%, same as homemaker / caregiver.

QUESTION 20

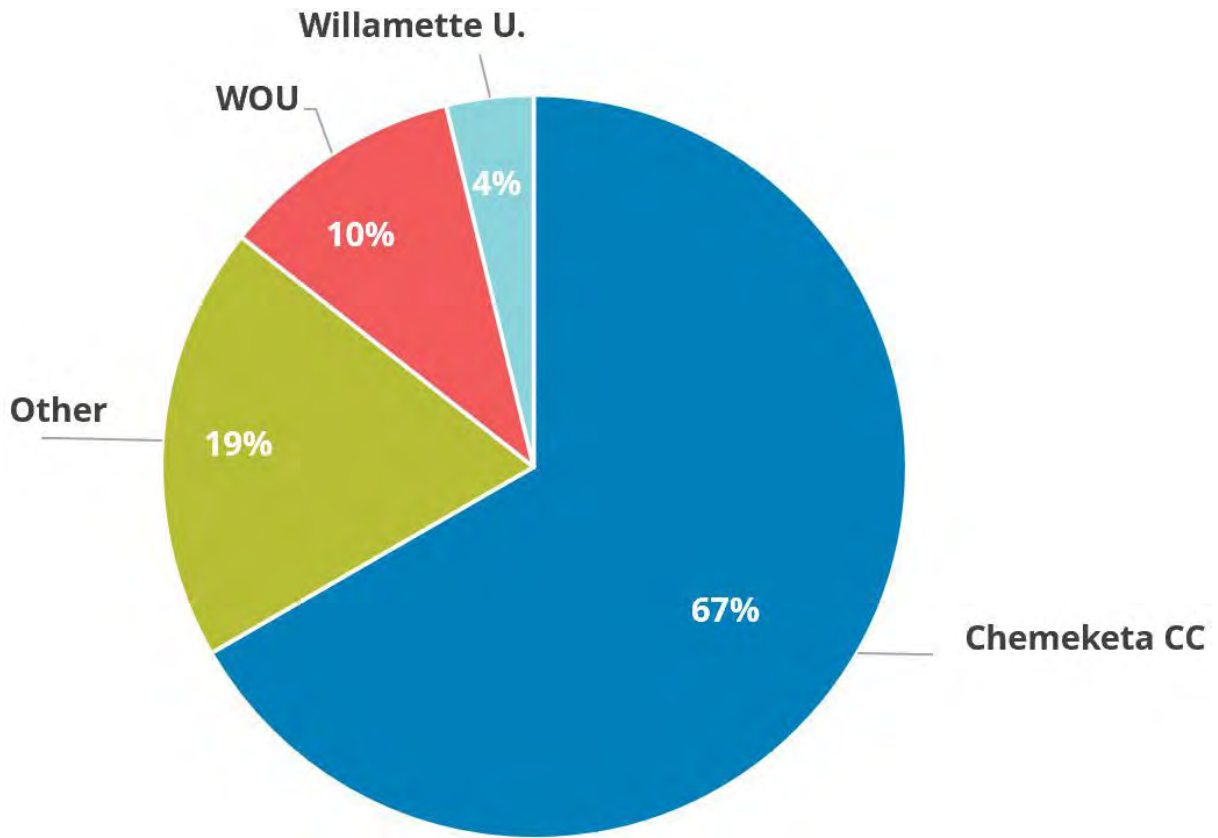
Are you a student? (check one)

Responses		
No	673	75%
Yes, high school	93	10%
Yes, full-time college	75	8%
Yes, part-time college	54	6%
Yes, middle school	7	1%
Yes, elementary school	1	0%
Total	903	

The majority of respondents said they were not students (75%). College and high school students, made up 24% of those who participated in the survey. We also had 8 responses from middle school and elementary school students. While we saw many more students ride the bus, the majority of them chose not to participate in the survey.

QUESTION 21

If you are a college student, which college?



Responses	
Chemeketa CC	88
Other	25
WOU	14
Willamette U.	5
Total	132

67% of the riders that indicated they are college students attend Chemeketa Community College followed by Western Oregon University (WOU) and Willamette University.

QUESTION 22

Language primarily spoken in home?

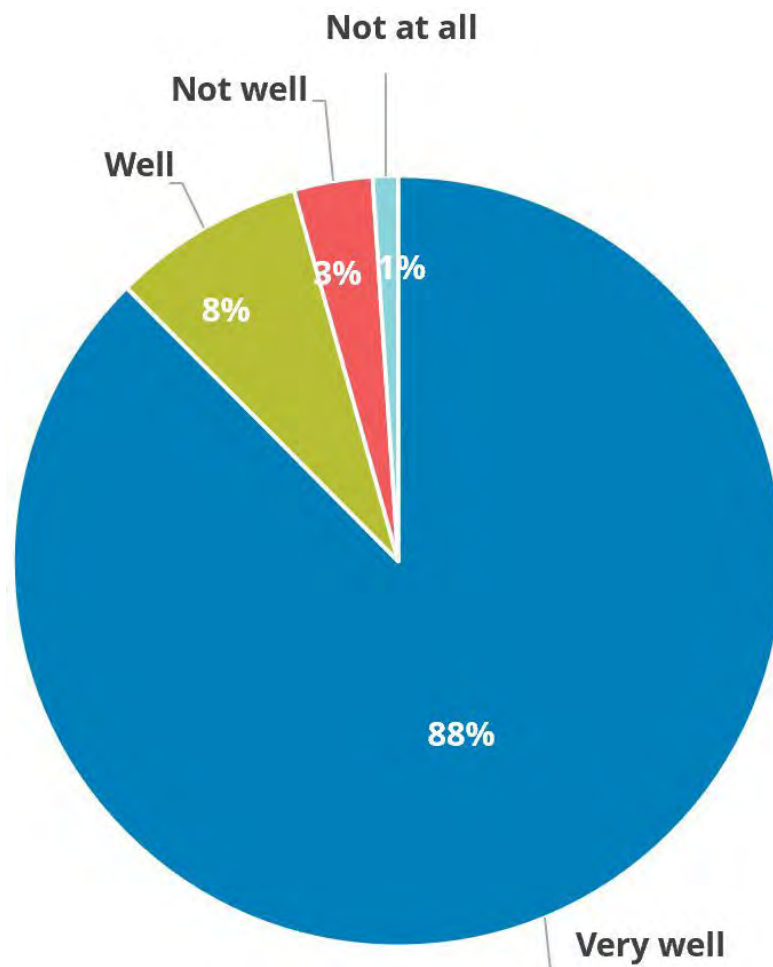
Responses		
English	791	83%
Español	90	9%
English, Español	41	4%
Other	14	1%
English, Other	12	1%
Русский	4	0%
English, Русский	2	0%
Español, Other	2	0%
Total	956	

83% of riders surveyed speak English, 9% Spanish and the rest were bilingual. Other languages identified are shown in the Other Responses table.

Other Responses	
ASL	5
Marshallese	2
Mandarin	2
Chuukese	2
Samoan	1
Italian	1
Irish	1
Indian	1
Hawaiian	1
Egyptian	1
Armenian	1
Total	18

QUESTION 23

How well do you speak English?

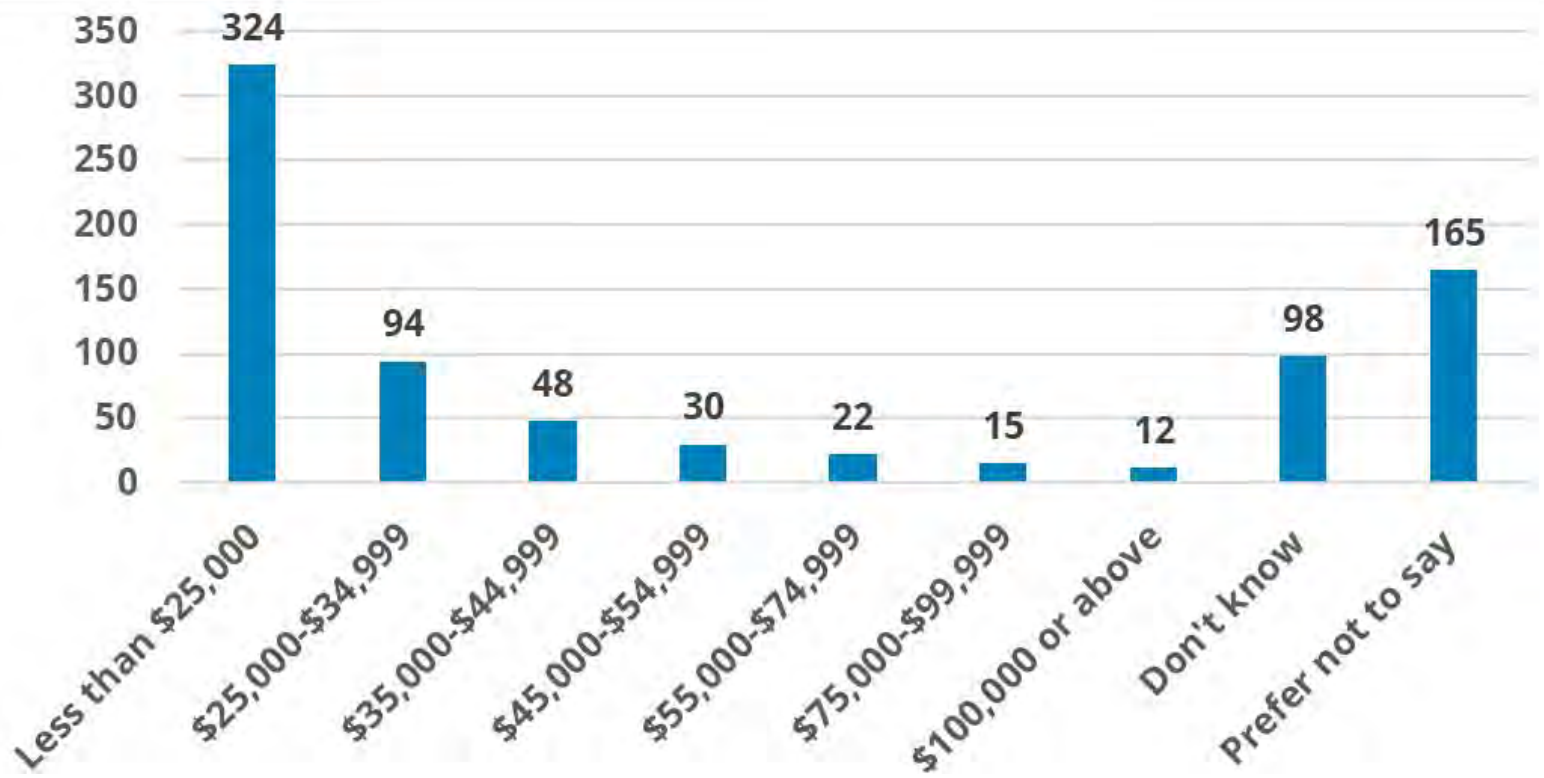


Responses	
Very well	823
Well	76
Not well	31
Not at all	10
Total	940

88% of riders surveyed said they speak English very well. Only 1% said they didn't speak any English.

QUESTION 24

What was the annual gross income for your household before taxes in 2020?
This is the combined income of everyone in your household, whatever the source.



Responses		
Less than \$25,000	324	40%
\$25,000-\$34,999	94	12%
\$35,000-\$44,999	48	6%
\$45,000-\$54,999	30	4%
\$55,000-\$74,999	22	3%
\$75,000-\$99,999	15	2%
\$100,000 or above	12	1%
Don't know	98	12%
Prefer not to say	165	20%
Total	808	

The majority of riders surveyed (40%) said the annual gross income for their household was less than \$25,000, 20% chose not to say, and 12% said they didn't know. Only 1% of riders had a household annual gross income of \$100,000 or more.

QUESTION 25

If you could name one thing to make Cherriots service better what would it be?

The following responses have not been edited and are as written on the survey.

3 route come every 15-30 min

#2 to go on D st again

#3 run every half hour at least!

#4 be more frequent you have some great drivers
exp ryan on #23

13bus comes every hour (i think from driver shortages every half hour would be nice, also mor benches @ transit

14on the weekends

15 min service

2 hr bus transfers included with bus fare , we need bus transfers with every payed ride

24-7

24hr service

24hrs

27 bus ride on weekends more frequent 17 bus scheduled

30 instead of 1 hr on Sundays , make schedule same as saturday

7 day full service

a better way to find bus times online

a lot of buses are almost empty a lot of the time, but some smaller buses to use

a lot of friendly drivers

a more flexible schedule for #13

a mother ride

a route river roads to get to and from ninto brown park

a run indicator sometimes bus goes other way after a stop when i thought i'd go straight so i couldn't gotten off at a closer stop. and naps aren't allowed. cherrylift wont assist trip requests home when i get tired so i sleep in public..

a stop closer to home. i walk a mile each way

accepting cards for bus fare

accepting cards on the bus

add 1/2 hr route to CTEC reinstate

add 1/2 hr run back to CTEC

add a shade cover at the bus stop next to safeway #21

add bus #2 closer to safeway area on lancaster

all buses running 6-7 days a week or earlier buses

all good

all routes run every 20 min or 30 min no hourly routes

all Sunday service for route #6

all week service

allow food drinks

already do a good job! been riding for over a month now!

already so thankful for sat and sun now

anything yall decide

apple juice

as long as covid 19 is still here i think the busses should still be running free.

at least 1 route in west salem like 27 or 26 that runs on sat at minimum the sunday would be nice

QUESTION 25 - CONTINUED

If you could name one thing to make Cherriot's service better what would it be?

attitude :)

back to stable routes hate when bus just doesn't show

be on time

being home

better accessibility to deaf people. more street names on le board, no skipping stops

better bus service , drivers trained in customer service better

better bus tickets like Portland

better bus to bus connection

better buses, social distancing is still needed on some buses Covid is not gone yet!

better communication between drivers and dispatch

better connection points between routes, buses always miss the transition between stops more service on weekends

better customer service / reliable

better customer service from drivers

better customer service training

better drivers

better fare options \$1.60 is a silly amount to carry around

better location tracking on busses

better monthly passes

better passes for 55 and older

better route and more accessible stops on the street. better cation and more stops

better seats (X3)

better security downtown, get rid of nuisance bus mall gang that start fights and remind your drivers + passengers to wear masks both their noses + mouths. #staysafe, also reduced monthly fare due to reduced service!

better service for handicapped / disabled (lower ramp without having to ask each time)

better staffing more stops dry benches

better customer service

better time

better trip planner

better website more frequent routes

branch out stop locations i have to walk 20 min to see my aunt from her nearest stop

bring back 1/2 hr service to bus routes !!

bring back wifi and have hand sanitizer on board. thanks

better lighting at the bus stops so the drivers can see when people are waiting after dark

built some chair of any convenient bus stop, great positive attitude

bus 13 run 2x per hour

bus 16 every 1/2 hour would be so helpful

bus every 15 minutes in all routes

bus fare

bus is every 15 and 30 min for 13

bus routes run till 11pm and every 15 min on saturday

bus schedule times

bus schedules ending more late at night

QUESTION 25 - CONTINUED

If you could name one thing to make Cherriots service better what would it be?

bus service until 10pm especially the outlying areas like fisher rd n / lancaster areas

Bus to woodburn Speedway drag strip

bus wifi

buses need to run 7 days a week 5am thru 11pm. i got a bonus request for you. employ a politeness compassion to be taken and passed in order to work here or remain working working. (front desk people)

buses to meet cacaster rom and not wait till the #11 passes

buses back to 15 min know its not possible very interested in bus to albany

buses more frequent

buses not on time

buses on reliable schedule

can't really think of anything , am just happy for the service and Sunday service . also would be happy if they would run later in evening

cant say at this time (first time rider)

can't think of anything

can't think of anything

care about being on time actually paying attention to the bus schedules don't be late / early

cashless / contactless payment (hop) (X2)

cheaper bus pass , more bus shelters

cheaper prices

cheaper fare more service on weekend

cheese and jesus

Clean

Cherriots regional have more times for saturday service

clean buses a bit more

cleaner buses

cleaner stops, dinners and see a lot of tunes till they pass us, we could push to have that stop

cleanliness

come every 10 mins

comfy seats now

commercials

contactless card, portland hop card

continue keeping time

courtesy

cure coronavirus

currently keep picking up people. continue the bus go and driver

customer service

customer service open on sunday, late night and overnight service

customer service open on sunday

debit purchased tickets on busses

dissatisfied more driver . when more drivers are available better service , new wheelchair struggle.

don't have much to say

don't change my regular bus routes 8+18. improve the times for route 6 access to salem clinic south

don't charge fare if I am going one stop

don't drive the bus pass people if close to the bus stop

QUESTION 25 - CONTINUED

If you could name one thing to make Cherriots service better what would it be?

don't leave me behind
don't let drivers driver unless fully trained
double decker bus
down state st se every 30 minutes
driver should wait for passengers to sit
drivers are caring and have customer services
drivers be more friendly and courteous
drivers need to show more compassion for the handicap who to use the ramp exceptionally when they are running behind schedule. the # of handicap are stressed as much as the driver is . copping an attitude doesn't help. if they cant be nice they don't need to be behind the wheel of a bus
drivers to be kinder and more courteous
drivers with great domeunee and your security people main term are the best
drug test all bus drivers for methamphemine
due to amount of students in the CTP programs at CTEC bus #3 is our #1 transportation currently it runs on the hour we really need it running on 1/2 hrs so that student can get to their job sites and back to class at CTEC
earlier sat & sunday service
earlier/ later buse more bus stops
early times and and not having to wait 1 hr for the bus
easy to read maps
electric buses
electronic payment by phone app like tri met pdx
every 1/2 hrs staggered
every bus every 15 minutes
everything is fine
everything is great , drivers are pleasant
excellent
expand regional service to Eugene OR
expanded weekend service
extend hours on weekdays
extend walk way corner all the way from end to end no open spots to all on to get
extended hours nightly
faster travel time
few eardic drivers, lady drivers very nice and polite
first bring back normal service then bus stops must tell how long without bus like pdx street
fixed staffing issues
for me is fine , is good quality of riding the buses
for the busses to run past 9pm
free
free bus ride few time awesome less bus fare cost
free fare, online map
free fareless for not driving people low income
free for students
free make buses free again
free mask ride
free rides
free rides, again exuse we where virust detected governed only stupid masked b work at all times. signed by ct on 1 reported live not fair tactics in all of society

QUESTION 25 - CONTINUED

If you could name one thing to make Cherriots service better what would it be?

free wifi	government funding
freecances	gps on all bus to see where the bus is always
frequency (X2)	gps on buses. credit card / online / phone
frequent rides on sunday, reduced fare for students	great job
friendlier bus drivers	greater ridership
friendlier drivers	great service later at night would be good
friendlier fellow passengers	have better service
friendly people, Mike 971-900-9547	have bus #3 every 1/2 hr or 15 min. we have 3 school programs that use that route daily and it just does not run often enough to limit overcrowding
friendly bus drivers	have bus stops say the routes toward train center on the website again
full service lobby hours	have buses be every 15 minutes
funding services b schedules	have buses on time there are sometimes the bus takes up 30 mins after said time to get there
Gary Wayne Mitchell 10-26-21 more busses on Sunday like Saturday	have coffee inside dispenser
gegen or bus	have customer service available tell the last bus leaves for the night, many times i have had to call customer service after 6pm to get some help with the buses and none is there to answer the phones
get more drivers so you can driver later at night	have every bus have wifi
get rid of these survey , too personal	have it run an hour and #630 after the hour
give back 1/2 hour runs on Portland Rd.	have longer times on weekends and a bus route on the weekends in Keizer for routes 14 and 12
give free trips to anyone in cold weather that has a child	have more available times to route 40x
go back to being every 30 min not 1 an hour	have more bus stop with covered area
go back to bus 3 running every 1/2 hour please	have more maks available just in case
go back to every 15 minute rides	have routes 26 27 running on saturdays like they do on monday thru friday
go to salem center	
good customer service	
good job (2X)	
gov funding or / and a route to Eug	
gov support :)	

QUESTION 25 - CONTINUED

If you could name one thing to make Cherriots service better what would it be?

have subway trains because if we can build apartments everywhere the population can . to have subways in salem we have a good population now, it would serve well for those that work, etc.

have the #3 come every 15 mins or less

have the buses come more often on Sundays. a lot of customer service jobs are on Sundays otherwise i am very happy with our bus system.

have the busses be quieter

have the library loop in service again

having more buses like we did before the pandemic

higher seats

holiday / sunday service more often than once an hour

holiday service better weekend drivers no shortages

hopefully resume full service soon

I am a brain tumor survivor and i am forgetful sometimes sk the bus driver to be more courteous and patient

I am good

I am happy with my experience riding cherriots

I am so appreciated of your weekend service = thank you! i would add that your regional x buses leave after towns at least until 6pm. and 1/2 hour buses on sunday + #23 running on Sat. Thank you!

I appreciate that the bus runs on the weekends

I appreciate weekend service, thank you

I believe it's time we got rid of the face mask requirement. we can't keep living in fear forever

I don't have anything , maybe later night schedule

I don't know (X8)

I don't know what because I don't really ride the bus so i can't say anything that could change other then the service it is not the best

I dot not know it seems easy to ride as it is

I take the #13 3-5 days a week. It is a busy road. i feel it should run every half hour on weekdays and have a stop near Maron county addiction services

I think maybe waiting at the stops for a min

I think they have good service

I think you do a very nice job. just wish Sunday was twice an hour but I understand

I wish all routes would ran on the weekends and more often than just every hour because anything can and you can't pretend tomorrow and if something were to happen on the weekend for an example you are up Glen creek and have an emergency and need to take bus 27 or 26 you are ten unable to because that route does not operate on the weekends. then every hour on the hour is a little bit crazy also because you have to leave your home or reever you are int inconvenience because you have to leave sometimes hours ahead of time just to be sure you'll make it to your destination. so please every bus everyday and more often then every hour

I wish I could view the routes without going online

I would better the time scheduling

I would like them to run faster so I could get to place quicker. thank you!

QUESTION 25 - CONTINUED

If you could name one thing to make Cherrriots service better what would it be?

I would develop an app first of all to make it easy to get real time into the next bus coming. i would have every bus sign for every bus stop have a 5 digit code that one could text that code to a designated # example: text stop number to 65213 to get next 3 times #1043 12th and lemon

I would love to route 27 on weekends

I would make an app or system to make riding the bus a more seamless process i guess

I would prefer that the bus would come every hour

I would say more bus drivers to help a lot of people be able to their destination as well as help employ people

if at least limited busses like lancaster , commercial , center, etc. could run earlier or even all day. it would help me for example i start work at 6am

if cherrriots sold or gave masks i would greatly appreciate it

if driver is kind and friendly

if i could do one thing to make the service better i would

if it ran for another hour in the evening

if people stop putting their dirty shoes on the back rear seats it would probably look and feel cleaner

if the bus 3 ran more often

if the bus could run earlier in the morning and later on the evening

if you close to the bus stop (running) in the cold and rain please stop thanks.

increase routes.. why not a bus on riverroad sw?

if you could make route 4 come sooner. if i do not make one side on time i have to either wait an hour call a lyft, or go to the other side and try to figure out another route to work. thank you

increase service to every 15 minutes + later schedule past 10pm until 10 or 11pm

increase the number of buses on route 3

indicator lights at some stops so the driver doesn't pass by and not see you - some stops are blind

internet

it is a blessing!! thank you!!

it is awesome

it is fine and dandy, great job everyone

it is good (X3)

it is great

it is pretty good

it is very well but number 4 should go back to half hour not on the hour

it runs on sunday

it would be nice for the cherrriots regional 40x and 45 to run 7 days a week and more often

it would be nice if the cherrriots regional bus 40x ran 7 days a week and more often and longer

it would be nice if you ran later at night

it would be wonderful if people were required to fold up baby strollers instead of taking the handicap spots. children are not a "disability" thank you so much for your bus service!

it's better than most bus services in the other states i've been in!

it's all good ! I appreciate the bus service

QUESTION 25 - CONTINUED

If you could name one thing to make Cherriots service better what would it be?

it's been pretty good so far and I think it is great as it is

it's good enough

its just a little difficult getting anywhere with now much times is passing in between the bus times in m area to get downtown or their schedules for other buses are too untrustworthy at meeting areas

keep doing what you're doing. all seems well and it will continue to become much better

keep fake service dogs off the bus

keep it the same

keep later hours and make the paper schedules match the online schedules

keep moving forward next day after labor day i have been ride on any buses for 33 years

keep running

kinder drivers

kinder people this should be a community place! there are plenty of drivers & security that ignore u! martina in security is a wonderful example of what we need

kindness on some of busses drivers

KROC center have buses go there all week not just during week

later and increased route frequency 7 days a week

later bus hours

later bus service

later bus times/ service (come all up to 15 minute schedules)

later busses and sunday busses

later hours for bus #11

later hours would be great

later or all night, thank you for sunday service

later routes

later service (X2)

later service on number 6

later service I work full day and have to hurry and catch a bus if I miss it I am out of luck

later times at night

later times bus #11 headed north

less expensive plz

less expensive to ride Cherriots lift & shopping van / bus

less fair price

less than 1 hr waits for the next bus to come around

less wait time and better drivers that aren't rude

let everybody ride for free always!

let the buses go back to every 15 minutes

let there be drinks

let us on bus between drivers especially on routes before light or after dark in fall / winter / spring

lighting + shelters + heat at main all bus stops + garbage cans, vending service at transit center to provide hot /cold drinks + snacks for after hours + weekends porta potty available they have nice ones

lights at bus stops for the earlier darker days and signs for when someone is close to a bus stop know where it is exactly.

QUESTION 25 - CONTINUED

If you could name one thing to make Cherrlots service better what would it be?

- longer bus routes for Sunday service
- longer hours
- longer hours + saturday
- longer hours, 7 day a week
- longer hours, friendlier service
- longer service on sunday
- louder volume on stop announcements
- lower cost
- lower fare and more stops
- lower fare rates
- lower rates, and better customer care
- lter bus routes in the evenings
- make 8/18 bus more frequent
- make a day pass to include both intown day pass plus regional day pass
- make all routes 30 minutes at least the route #6 and 8
- make bus 16 run every 30 minutes / half hour
- make bus timing more consistent
- make busses every 30 minutes on 3+13
- make cover bus stops and come very mins
- make it easier to find the time that buses arrive
- make schedules more adjustable for students i am almost always late for school. thank you!
- make service free
- make sure passengers are seated before taking off
- make sure the buse are accommodating to the people with disabilities. we have seen some drivers show very little respect
- make the #13 be on time , update schedules at stops , make stops were visible at night
- make the 40x bus more frequent I have to show up 2 hours early for work
- make it worth people riding bus to where they need to go the location
- making better to know what times bus runs
- making sunday service like saturday service
- making the annual bus pass a bit cheaper
- making the bus stops more visible and lighting on the ones that don't have any
- making the connection points on time . b a free trolley would be nice
- maks are dumb as is covid and maybe the driver could bump the radio sometimes
- mask enforcement not as hot
- maybe a little jazz won't hurt anybody
- maybe a year pass
- maybe run until 11 pm :)
- maybe some music
- mess
- more accurate bus update
- more #4 needs more bus
- more 30 or 15 min locations and buses later buses
- more access bus on sundays
- more bike racks

QUESTION 25 - CONTINUED

If you could name one thing to make Cherrits service better what would it be?

more bus and drivers longest sunday service

more bus drivers more bus

more bus friendly of driver

more bus routes on the weekend

more bus shelter during winter

more bus shelters at stops, with sit down options.
very important!

more bus stops on routes maybe closer

more buses

more buses / drivers, more routes

more buses at father locations

more buses at night

more buses available at later times in the evening
and during the weekend if possible

more buses because I have been on new flyer
and i remember that 3 years ago that or DER
failed i don't have any problem with buses

more buses in monmount

more buses more frequent than once an hour

more buses more often

more buses now

more buses on Sunday

more buses that are not gilligano , later service ,
more drivers that are nicer

more busses, pick up every 15 mins. better
treatment of disabled people

more clear on schedule change more

more cocations to south salem central

more comfortable seats

more comfortable seating, new buses are set up to
cripple the disabled & elderly

more consider less irritation, less agitation

more convenient stops

more coved stops

more cover areas to bus stops

more covered bus stops please

more covered bus station

more drivers (X2)

more drivers / buses more routes

more drivers get back to old schedules, though I
understand now that it is difficult times

more frequent on Sat and Sun

more frequent buses

more frequent buses cheaper faire / weekly passes

more frequent evening trips on 30x

more frequent on weekends / earlier in

more frequent pick up @ route closest to my home

more frequent routes

more frequent routes out of downtown 5:30pm all
the 15 min use routes witch to 30 then to 50 i have
to wait to 5:30 for 1st bus

more frequent bus stops (better staffing to do so)

more frequent scheduled buses

more frequent service on Portland Rd 3 or 23

more frequent service on Rt 13

more frequent shops on weekends

QUESTION 25 - CONTINUED

If you could name one thing to make Cherriots service better what would it be?

- more frequent stops (X2)
- more frequent stops / routes
- more frequent stops for #3
- more frequent stops for pick up
- more frequent service rt 13
- more frequent stops
- more help
- more hires, so bus run normally
- more hour cap them back to 10 pm
- more hours but cap at 10pm or 11pm .
everything else good for now
- more in between stops + different st .
- more often
- more padding on the seats, everyday service
- more places to sit while waiting for bus, especially
at grocery stores, & more time points bus drivers
should not be early even 30 seconds
- more punctual
- more regular trips
- more reliable have earlier service. i tried going to
work on saturday and was late because google
said there was a bus coming at 6:18am but there
was a 7:18 am bus. the bus schedule isn't always
reliable
- more rides on sundays
- more route at night
- more route at nights please
- more routes
- more routes at night
- more routes at night please
- more routes available for regional buses
- more routes for #3
- more routes more time, classical music with
subliminal messages urging people to be kind
- more routes possibly and all 15 min between
buses
- more runs on weekends
- more schedules (specially in the mornings and
nights)
- more seats
- more security less fights
- more service (2X)
- more service more frequent service
- more service on sundays
- more service , ie. later @ night more times per
hour
- more shelter / covers at stops throughout Salem
& Silvertons
- more shelters
- more shelters and seats especially @ shopping
areas buses not early to check points, 2 minutes
later ok more time points for drivers
- more staff
- more stops (X2)
- more stops in certain areas
- more stops on 6
- more sunday
- more sunday buses
- more sunday route times
- more sunday service

QUESTION 25 - CONTINUED

If you could name one thing to make Cherrlots service better what would it be?

more than one time for croisan @ joseph	none (X3)
more than one time for the bus that comes to croisan @ Joseph	none at this time
more time of bus schedule s	none that i can think of
more time on weekend	nore frequent buses
more times for the buses	not a thing
more trips	not charge when covid is going on
more trips in an hour	not make it seems as if the driver is in a hurry
more weekend service	not sure I think it's great
more wifi	not sure right now. i'll let you now after i think about it
most all of the people that work there are kind	not wearing mask, wifi on board (hard to breathe + reinforces antisocial behavior
move street like all the way and not each home stop route , thankful for all that you do for me	not wong with the service
more time slots	note sure is awesome thank you
music	nothing they are all good :)
music aboard	nothing you are the best, drivers are very courteous and professional
music and more buses	nothing (X21)
NA (X14)	nothing appreciate it
nicer drivers who we allowed to let you on the bus even though they may have moved 3 inches from the curb and that would stop at or wait at the stop when they see you coming from less than a hundred feet less than 50 steps	nothing at all I think their are doing a great job
no complaints	nothing everything is good
no complaints , cherrlots has made all critical changes	nothing great service
no copping	nothing I can think of
no keep it as is	nothing I love your guys service keep it up
no maks (X5)	nothing I think they are great as it is
no notes :)	nothing it is great already
	nothing keep up the good work
	nothing really , it's simple and easy

QUESTION 25 - CONTINUED

If you could name one thing to make Cherriots service better what would it be?

nothing right now. I think they are great

nothing the drivers & service have a always been great

nothing they are perfect and to run on sundays makes it better

nothing to add

nothing y'all are great

nothing you have awesome drivers

nothing, you guys are amazing and always friendly / helpful

nothing, you guys are doing a great job

now that Saturday / Sunday service is available can not think of anything more that is needed!

nto change the fare

number 3 come every 15-30 min

offering the bus for kroc center every 30 minutes

on time (X2)

open the lobby for passengers to stay warm

option to leave bus pases for those who don't need them anymore

please have nicer drivers and go back to 30 min not once an hour

please send a bus up - down fisher rd please

plushier seats and slower breaking other than that it is pretty great

pls make an app, it is easier than google maps, so that if there are changes in time the passenger would know. thanks

portland bus 7 days pay with credit, change available

possibly having Sunday routes half hourly similar to Saturdays

post bus fare at common stops

price also bus driver exchange there manners

provide more buses with faster schedules

punctuality

punctuality + service frequency

purchase monthly passes online + mail to home, current service hours makes it difficult to purchase a monthly 1x pass

quick service better drivers friendly service

quicker arrive times

quietness and chill

quit pulling the bus out when a homeless handicap patron is knocking on the bus door it's happened twice at DTTC shame on you

radio music

rain shelters

raise both sided for scooters and mobility handicap devices

re stable the routes

rechargeable fare cars

reduce the waiting on route #2

reduced fare

reduced fare for college students

reduced fare for people like me sometimes i need a free lift, an I owe you be awesome

reduced fare for those who qualify for food stamps

reduced fare I'd ride more

QUESTION 25 - CONTINUED

If you could name one thing to make Cherriots service better what would it be?

regulate arrival / departure times & more frequent route runs

reopen late night service and reduced wait time

reopen lobby.restrooms on sundays

restrooms open on sunday

return to fareless status for non-drivers

return to normal regular service (pre pandemic)

rid the mask and let people that have been vaccinated on the buys

riding the chriots but to go to work

round the fare up/down to the dollar amount so I don't have to carry change

route #19 go to the target @ keizer station again. it takes a n extra 45 min wait time to travel 2 miles and 3 buses to go from home to target and back

route 13 comes every hr now. It would be nice if it was every 1/2 hr again

Route 16 running later. I have to uber part of the wya

route 4 more often

route time lists at bus stops

routes more connected / take less buses in one trip

routes that run only every 30 minutes should run more often for example the 3 and 13 buses like the 9 and 19 should be spaced apart to avoid arriving at stops at the same time

run #23 every 1/2 hour

run 2x per hour

run bus 23 on saturday and sunday

run every 1/2 instead of hourly all time

run every half hour

run every half hour on sunday at least

run late till 10 or 11 on weekends and every half hour at least or 15 minutes

run later

run later at night, free

run more frequently

run more often

run more often, have weekly bus pass trash can at bus stops , every bus stop be covered

sat + sunday be same as the week

seat belts fixed! (been reported before) encourage people to use seat belts. friend got harmed in bus accident

secondary service

see people smile more

senior seating

service all the stops on the #8 on Sundays

service until midnight. i work swing shift and have to use taxi service as there is not sufficient late night service

service the stops near my house on Sundays also, name with the stop at Barnes & commercial

service to dallas more frequent

service often 8 got stuck after ugen care and have been stuck with other unexpected like grocery line etc forgetting something etc

sheat service + people

shelter at more stops

shorter bus wait times, purchase face masks for if someone forgets their mask

QUESTION 25 - CONTINUED

If you could name one thing to make Cherriots service better what would it be?

shorter wait time

shorter waiting time

shorter waiting time at bus stops had to wait 30 mins at bus stop in rain

slightly faster

slightly more time between buses at the transit station, when I get off the 2 I watch the 21 leave

smell control

smile

so far so good, could be sunnier

so glad you are doing Sundays now. later eve would be great

some drivers being respectful, considerate to people with mental / physical disabilities

some drivers can be nice with the passengers :)

some more

scan on montly bus passe at times the month passes to land and plastic

stay running later thinking at lease 11 pm or 10pm

stop by the mission UGM

stop changing times and schedules. the woman who gave me this form is really cute

stop smoother and smile. more hours, no vaccine!

stopping buses from passing stops early

student discount for those going to college not just youthy reduced

sundays all year long

sunday / later service

sunday buses don't line up very well always end up waiting downtown

Sunday service (X6)

Sunday stops in South Salem on Boone Rd

talking to us

tell the driver treat people right

thank you (X2)

thank you for the buses, James S. 3584 Anita Dr NE and I ride a bicycle and use the bus all the time

thank you for weeknd service

thank you for your service

thank you for your services!!

thanks for sundays

that there are enough bus drivers again to get the awesome time schedules

that was we don't have to wear mask. we need get everyone to get covid19 shots

the 4 more often

the drivers could pull closer to the curb on stops

the machines onto the buses could have change in case you don't have enough cash to pay the fare

the only thing I can think of are softer stops, but it's not that bad

the public restrooms in the transit mall approx time 7am in the morning are not available at that time in the morning. those people who are transferring have no where to use the restrooms. please do something about it .

the seat at the bus is not clean most of the time so i would like to say it is better if the seat is clean enough

QUESTION 25 - CONTINUED

If you could name one thing to make Cherriots service better what would it be?

there's a couple of things but i hate complaining

they good but they need to keep it up the good work

to be able to take debit card on the bus

to get full use of bus 4 , full service hours not short services

to get the weird crackheads off the bus and stop staring at me, and for them not to make comments on how i dress

to have more routes please

to make it safer somehow, there too many sketchy people going through and riding the bus is always afraid when riding that someone will try to follow me home

to make more stops closer to home

to us digital passes cards

train drivers to provide excellent customer service. train driver to drive with higher foot work on gas and breaks

transfer is so long

unsure

update yalls time schedules @ bus stops

very grateful for Cherriots! excellent, 5 stars

very satisfied as is

wait for people to sit down before moving the bus

waiting until passengers sit to start moving again

way for shopping for disabled with no other way

we glad you bring Cherriots service help people like us can't drive we really appreciate for things you guys done

week and weekend buses services until 12am will be great once an hour after 10pm

weekend service

weekends and midnight service for service industry people to get home

weekend until 11pm

west salem weekend service bus # 27, 26

when bus stops at transfer stops (chemera) if your new bus is there wait, let myself . they usually never wait

when a passenger is nearing the bus stop, stop for them

when it's cold let us get on the bus

wifi for people who are going to school can do homework while riding the bus

wifi on bus (X9)

would be nice if all drivers would acknowledge that the asked question 40x good , drivers need improvement

you are all doing great! Keep Saturday service

you guys are awesome

you guys should use a bus stop right there when you make a right on ryan drive that gravel are on ryan drive it would make it easy for people that work right there at those buildings right here.

you're all doing a great job

QUESTION 25 - CONTINUED

If you could name one thing to make Cherrriots service better
what would it be?

SPANISH RESPONSES/ TRANSLATIONS

buen servicio queda el servicio de la comunidad
(good service remains community service)

mas autobuses (more buses)

nada todo exelente (nothing all excellent)

ninguno todo vien (none all ok)

por ahora no. estoy satisfacha con el trabajo que
acen. Gracia (not for now. I am satisfied with the
work they do. Thank you)

que pasen mas continuamente (more frequent
stops)

que tengan dias gratis porque casi no hai trabajo
(free days because I don't have a job)

si dudeiear pasar mas cerace de mi casa porque
comino de noche y son 3 cuabras paro legar a mi
casa (If you stop closer to my house, because I
walk at night and it is 3 blocks to my house)

solo muchas gracias y gue sigam con su servicio y
muchas gracias a todos por su excelente trabajo
(just thank you very much and continue with your
service and thank you all very much for your
excellent work)

todo esta bien (X3) (everything's fine)

todo esta bien los choferes excelentes
(everything is fine, excellent)

APPENDIX A - QUESTION 6

Please list, in order, all of the buses you already rode or will ride to complete this trip:

The following tables show all the routes and connections made by riders.

1st Bus Route	2nd Bus Route	3rd Bus Route	# of Responses
2			27
2	3		2
2	3	13	1
2	4		5
2	4	5	1
2	4	9	1
2	4	11	2
2	5		2
2	5	2	3
2	5	7	1
2	6		2
2	7		4
2	7	4	1
2	8	3	1
2	8	7	1
2	9		1
2	11		12
2	11	2	1
2	11	3	1
2	11	12	2
2	11	21	2
2	13		1
2	13	3	1
2	16		1
2	17		2
2	17	13	1
2	18		5
2	18	2	2
2	18	6	1
2	18	8	1
2	19		7
2	19	2	1
2	19	11	1
2	20	7	1
2	21		9
2	23		1
2	40X		1
3			15
3	2		2
3	2	11	2
3	5		1
3	5	3	1
3	5	11	2
3	8		1
3	8	3	1
3	8	18	1

APPENDIX A- QUESTION 6

Please list, in order, all of the buses you already rode or will ride to complete this trip:

1st Bus Route	2nd Bus Route	3rd Bus Route	# of Responses
3	8	21	1
3	9		1
3	11		1
3	11	2	3
3	11	5	3
3	11	13	2
3	11	19	1
3	13		3
3	13	9	1
3	13	11	2
3	13	16	1
3	13	21	1
3	16	11	1
3	17	2	1
3	18	8	1
3	19		2
3	19	3	2
3	19	9	3
3	21		4
3	21	13	1
3	30X	3	1
3	40X	45X	1
4			14
4	2	5	1
4	2	11	1
4	2		2
4	3		1
4	3	11	1
4	5	3	1
4	5	4	1
4	5	11	2
4	5		2
4	6		2
4	8		2
4	8	21	1
4	11		3
4	11	2	1
4	11	3	1
4	17		2
4	17	4	1
4	18	4	1
4	19		1
4	21		5
4	21	4	3
4	21	5	1
4	21	18	1
4	23	4	1

APPENDIX A - QUESTION 6

Please list, in order, all of the buses you already rode or will ride to complete this trip:

1st Bus Route	2nd Bus Route	3rd Bus Route	# of Responses
4	23	5	1
5			28
5	1	8	1
5	2		3
5	2	3	2
5	2	4	1
5	2	11	1
5	2	12	2
5	3	3	1
5	3	21	1
5	4		2
5	4	11	1
5	7		1
5	7	11	2
5	8		6
5	11		5
5	11	4	1
5	11	5	1
5	11	19	1
5	13		2
5	17		3
5	17	5	1
5	17	14	1
5	18		2
5	18	5	1
5	18	21	1
5	19	21	1
5	19		5
5	21		4
5	21	2	2
5	21	3	1
5	21	8	1
5	21	18	1
5	21	40X	1
5	23	5	1
5	23	19	1
6			1
6	2		1
6	5	6	1
6	5	21	1
6	16		1
6	17		1
6	19		2
6	21		1
6	21	2	1
6	21	7	1
6	21	8	1

APPENDIX A - QUESTION 6

Please list, in order, all of the buses you already rode or will ride to complete this trip:

1st Bus Route	2nd Bus Route	3rd Bus Route	# of Responses
6	21	18	1
6	40X		1
7			2
7	2		1
7	2	11	1
7	5		1
7	5	30X	1
7	9		1
7	17		2
7	19	5	1
7	19	9	1
7	21		1
7	21	6	1
7	21	7	2
7	40X		1
8			12
8	2		5
8	2	17	1
8	2	21	1
8	3		5
8	3	19	1
8	4		4
8	5		2
8	5	8	2
8	5	11	1
8	5	18	1
8	6		1
8	7		1
8	7	2	1
8	9		2
8	9	21	1
8	13		2
8	13	2	3
8	13	11	1
8	18		3
8	18	21	2
8	19		2
8	19	8	2
8	19	11	1
8	21		4
8	21	8	1
8	21	18	1
8	21	19	1
8	23	9	1
8	30X	18	1
8	40X		1
9			8

APPENDIX A - QUESTION 6

Please list, in order, all of the buses you already rode or will ride to complete this trip:

1st Bus Route	2nd Bus Route	3rd Bus Route	# of Responses
9	2		2
9	2	9	1
9	4		1
9	5		3
9	5	19	2
9	6		1
9	7		1
9	8		1
9	11	19	1
9	11	21	1
9	12	2	1
9	13		1
9	13	8	1
9	16	2	1
9	17	9	1
9	18		1
9	18	8	1
9	18	21	1
9	19		5
9	19	21	1
9	21		1
9	21	3	1
11			28
11	2		5
11	2	3	1
11	2	16	1
11	2	18	1
11	2	21	4
11	3		4
11	3	2	2
11	3	6	1
11	3	13	1
11	4		5
11	4	5	1
11	5		2
11	5	4	1
11	5	19	2
11	5	23	1
11	6	4	1
11	7	21	1
11	8		1
11	12	2	1
11	13		1
11	13	8	1
11	14		3
11	17	2	1
11	19		3

APPENDIX A - QUESTION 6

Please list, in order, all of the buses you already rode or will ride to complete this trip:

1st Bus Route	2nd Bus Route	3rd Bus Route	# of Responses
11	19	9	1
11	19	11	1
11	21		1
11	21	3	1
11	23		1
11	23	11	1
12	2		1
12	2	3	1
12	3	21	1
12	5	2	1
13			8
13	2		3
13	2	19	1
13	3	2	1
13	3	12	1
13	3	13	1
13	4		1
13	4	13	1
13	4	21	1
13	5	11	1
13	7	13	1
13	8		1
13	8	18	1
13	9	3	1
13	11		1
13	11	5	1
13	12	19	1
13	16		1
13	17		2
13	18		2
13	18	8	1
13	19		2
13	19	9	1
13	19	13	1
13	21		3
13	21	13	1
13	40X		1
14			1
14	11		2
14	19		1
14	19	11	1
14	19	23	1
14	23	13	1
16			2
16	2		3
16	11		1
16	13		3

APPENDIX A - QUESTION 6

Please list, in order, all of the buses you already rode or will ride to complete this trip:

1st Bus Route	2nd Bus Route	3rd Bus Route	# of Responses
16	17	2	1
16	17	16	1
16	19		2
16	21	6	1
16	21	16	2
16	21		1
17			15
17	2		7
17	2	11	3
17	3		1
17	5		5
17	5	3	1
17	5	11	1
17	5	17	4
17	7	17	1
17	8		3
17	8	17	1
17	9		1
17	9	17	1
17	13		3
17	13	5	1
17	16		1
17	17		1
17	18		3
17	18	17	1
17	19	17	1
17	21		5
17	21	4	1
17	21	5	1
17	21	17	2
17	21	26	2
17	23	3	1
17	23	17	1
17	26		1
17	27	5	1
17	27	26	1
18			3
18	2		1
18	2	5	1
18	3		1
18	5		1
18	5	11	1
18	7	21	1
18	8		1
18	8	21	1
18	13	8	1
18	17		1

APPENDIX A - QUESTION 6

Please list, in order, all of the buses you already rode or will ride to complete this trip:

1st Bus Route	2nd Bus Route	3rd Bus Route	# of Responses
18	19		3
18	19	8	1
18	21		3
18	21	4	1
18	21	8	1
18	21	18	2
18	23		1
18	23	21	1
18	40X		1
19			49
19	2		3
19	3	13	1
19	3	16	1
19	4		1
19	5		4
19	5	11	3
19	6		1
19	7		1
19	7	3	1
19	8		2
19	8	18	1
19	9		2
19	9	5	1
19	9	11	1
19	9	19	1
19	9	21	3
19	11		4
19	11	2	4
19	11	3	1
19	11	4	1
19	11	5	1
19	11	14	1
19	11	19	2
19	13		3
19	13	12	1
19	14		2
19	14	7	1
19	14	19	1
19	16		1
19	16	19	1
19	17		6
19	17	19	2
19	18		3
19	21		4
19	21	19	3
19	23	5	1
19	23	13	1

APPENDIX A - QUESTION 6

Please list, in order, all of the buses you already rode or will ride to complete this trip:

1st Bus Route	2nd Bus Route	3rd Bus Route	# of Responses
19	40X		1
21			60
21	2		7
21	2	5	4
21	2	13	1
21	2	21	1
21	3		1
21	3	2	1
21	3	5	1
21	3	13	1
21	3	21	1
21	4		8
21	5		8
21	5	11	1
21	5	19	1
21	5	23	1
21	6		4
21	7		3
21	8		3
21	8	11	1
21	8	9	2
21	9		3
21	9	21	1
21	11		2
21	13		4
21	13	3	1
21	13	21	1
21	16		1
21	17		2
21	17	27	1
21	18		2
21	19		1
21	21	14	1
21	21	19	2
21	23		2
21	23	21	1
21	40X		1
23			4
23	3		1
23	3	2	1
23	4		3
23	4	23	1
23	5	21	1
23	7	21	1
23	8	5	1
23	9		2
23	13	3	1

APPENDIX A - QUESTION 6

Please list, in order, all of the buses you already rode or will ride to complete this trip:

1st Bus Route	2nd Bus Route	3rd Bus Route	# of Responses
23	16		1
23	17		1
23	19		1
23	21		3
26	16	17	1
26	17	21	1
27	17		1
27	17	5	1
27	17	19	1
27	17	21	2
27	17	27	1
27	27		1
27	40X		1
1X			4
1X	11	12	1
1X	17	18	1
10X			3
10X	3		2
10X	7	2	1
10X	11		1
20X	8		1
30X			2
30X	13	2	1
40X			7
40X	2		2
40X	4		1
40X	4	5	1
40X	5		3
40X	5	2	1
40X	5	11	1
40X	5	40X	1
40X	11	2	1
40X	17		1
40X	18	8	1
40X	19	40X	1
40X	23		2
40X	45X	5	1
60X			1

APPENDIX B

SURVEY - ENGLISH



Bus Passenger Survey 2021

Dear Rider: Cherriots thanks you for riding. In order to plan for improved ways to serve you, we need your help. Please take a moment to fill out this survey – Thank you for your time!

1. Please provide either your home address or the city and cross streets nearest your home?

2. What bus route are you riding now? (Please check one and indicate the route number where available)

1Cherriots Local 2Regional Route; Please select Route#_____

3. Where did you begin this bus trip? 1Home 2Workplace 3Retail store 4School/college where I'm a student 5Other _____

4. Please provide either the address or city and nearest cross streets for the location you listed in question #3

5. How did you get to the bus stop to board this bus? 1Walked 2Carpooled/Vanpooled 3Rode a bicycle* (*Did you place your bike on the bus? 4Yes 5No) 6Used a wheelchair or other mobility device 7Got dropped off 8Drove to Park and Ride 9Used a Taxi /Uber/ Lyft 10Other_____

6. Please list, in order, all of the buses you already rode or will ride to complete this trip:

1st bus (Route # or name):_____

2nd bus (Route # or name):_____

3rd bus (Route # or name):_____

7. Where are you going? 1Home 2Workplace 3Retail store 4School/college where I'm a student 5 Other _____

8. Please provide either the address or city and nearest cross streets for the location you listed in question # 7

9. How did you pay your fare for this trip (check one)?

	Cash (One-Ride)	Day Pass	Local 30-Day Pass	Regional Month Pass	Annual Pass	Universal Month Pass	Group Pass
Cherriots Local Full Fare	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	N/A	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
Cherriots Local Reduced Fare	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	N/A	10 <input type="checkbox"/>	11 <input type="checkbox"/>	12 <input type="checkbox"/>
Cherriots local Youth Fare	13 <input type="checkbox"/>	14 <input type="checkbox"/>	15 <input type="checkbox"/>	N/A	16 <input type="checkbox"/>	17 <input type="checkbox"/>	18 <input type="checkbox"/>
Cherriots Regional Full Fare	19 <input type="checkbox"/>	20 <input type="checkbox"/>	N/A	21 <input type="checkbox"/>	22 <input type="checkbox"/>	23 <input type="checkbox"/>	24 <input type="checkbox"/>
Cherriots Regional Reduced Fare	25 <input type="checkbox"/>	26 <input type="checkbox"/>	N/A	27 <input type="checkbox"/>	28 <input type="checkbox"/>	29 <input type="checkbox"/>	30 <input type="checkbox"/>
Cherriots Regional Youth Fare	31 <input type="checkbox"/>	32 <input type="checkbox"/>	N/A	33 <input type="checkbox"/>	34 <input type="checkbox"/>	35 <input type="checkbox"/>	36 <input type="checkbox"/>
Cherriots Regional Route 1X Full Fare	37 <input type="checkbox"/>	N/A	N/A	N/A	N/A	38 <input type="checkbox"/>	N/A
Cherriots Regional Route 1X Reduced/Youth Fare	39 <input type="checkbox"/>	N/A	N/A	N/A	N/A	40 <input type="checkbox"/>	N/A
Group Fare	N/A	N/A	N/A	N/A	N/A	N/A	41 <input type="checkbox"/>

TURN OVER

APPENDIX B

SURVEY - ENGLISH

10. After getting off your LAST bus on this trip, how will you get to your final destination? 1☐Walked
2☐Carpooled/Vanpooled 3☐Ride a bicycle 4☐Used a wheelchair or other mobility device 5☐Get picked up in a car
6☐Drive 7☐Use a Taxi /Uber/ Lyft 8☐Other_____

11. What is the purpose of your transit trip today? 1☐Go home 2☐Go to work 3☐Student going to college;*
*(Which one? 4☐Chemeketa CC 5☐WOU 6☐Willamette U. 7☐Other_____) 8☐Student going to school (K-12)
(Which one?_____) 9☐Medical/dental appointment 10☐Shopping/errands 11☐Entertainment/recreation
12☐Social activities 13☐Other_____

12. Do you have a valid driver's license? 1☐Yes 2☐No

13. Do you have a vehicle you could have used to make this trip either as the driver or as a passenger?
1☐Yes 2☐No

14. How often do you ride the bus? 1☐Less than once/week 2☐1-3 days/week 3☐4-5 days/week 4☐6-7 days/week

The following questions are voluntary, but will help us meet the needs of future riders:

15. What is your race/ ethnicity? (mark all that apply) 1☐African-American/ Black 2☐Indigenous Peoples of the Americas / Alaska Native 3☐Native Hawaiian/ Pacific Islander 4☐Asian 5☐Hispanic/ Latino 6☐Caucasian/ White
7☐Prefer not to say

16. What is your gender? 1☐Female 2☐Male 3☐Non-binary 4☐Prefer not to say

17. What is your Age? 1☐under 17 2☐18 to 24 3☐25 to 34 4☐35 to 44 5☐45 to 54 6☐55 to 64 7☐65 or older
8☐Prefer not to say

18. How many people live in your household, including yourself? ☐1 ☐2 ☐3 ☐4 ☐5 ☐6 ☐7 ☐8 or more

19. Current employment status: 1☐Employed Full Time 2☐Employed Part Time 3☐Not currently employed - Not seeking employment 4☐Not currently employed - Seeking employment 5☐Student 6☐Homemaker/ Caregiver
7☐Retired

20. Are you a student? (check one) 1☐Yes, full-time college 2☐Yes, part-time college 3☐Yes, high school
4☐Yes, middle school 5☐Yes, Elementary school 6☐No.

21. If you are a college student, which college? 1☐Chemeketa CC 2☐Willamette U. 3☐WOU 4☐Other_____

22. Language primarily spoken in home? 1☐English 2☐Español 3☐Русский 4☐Other_____

23. How well do you speak English? 1☐Very well 2☐Well 3☐Not well 4☐Not at all

24. What was the annual gross income for your household before taxes in 2020? This is the combined income of everyone in your household, whatever the source. (check one): 1☐Less than \$25,000
2☐\$25,000 to \$34,999 3☐\$35,000 to \$44,999 4☐\$45,000 to \$54,999 5☐\$55,000 to \$74,999 6☐\$75,000 to \$99,999
7☐\$100,000 or above 8☐Don't know 9☐Prefer not to say

25. If you could name one thing to make Cherriots service better, what would it be?

Thank you for participating in the survey!





Encuesta a los pasajeros de autobuses 2021

Estimados Pasajeros: Cherriots les da las gracias por usar el autobús. Con el fin de planificar formas mejores de servirle necesitamos su ayuda. Por favor tome un momento para completar esta encuesta. ¡Gracias por su tiempo!

1. Proporcione la dirección de su casa o la ciudad y cruce las calles más cercanas a su hogar:

2. ¿Qué ruta de autobús está utilizando actualmente? (Marque uno e indique el número de ruta también)

1 Cherriots Local 2 Ruta regional; Por favor diga el número de ruta _____

3. ¿Dónde comenzaste este viaje en autobús? 1 Casa 2 Trabajo 3 Tienda al por menor 4 Escuela / universidad donde soy estudiante 5 Otro _____

4. Proporcione la dirección o la ciudad y las calles transversales más cercanas a la ubicación que indicó en cuestión #3 _____

5. ¿Cómo llegaste a la parada del bus para abordar este bus? 1 Caminando 2 Compartido / Vanpooled 3 Montó en bicicleta * (* ¿Pusiste tu bicicleta en el autobús? 4 Si 5 No) 6 Usó una silla de ruedas u otro dispositivo de movilidad. 7 me dejaron 8 Manejé hasta estacionar y montar 9 Usó un taxi / Uber / Lyft 10 Otro _____

6. Enumere, en orden, todos los autobuses que ya tomó o viajará para completar este viaje:

1er autobús (Ruta # o nombre): _____

2do autobús (Ruta # o nombre): _____

3er autobús (Ruta # o nombre): _____

7. ¿Adónde vas? 1 Casa 2 Trabajo 3 Tienda al por menor 4 Escuela / universidad donde soy estudiante 5 Otro _____

8. Proporcione la dirección o la ciudad y las calles transversales más cercanas a la ubicación que indicó en cuestión # 7 _____

9. ¿Cómo pagó su tarifa para este viaje (marque uno)?

	Efectivo (Un viaje)	Pase diario	Local Pase de 30 días	Pase de mes regional	Annual Pase	Pase mensual universal	Pase de grupo
Cherriots tarifa completa local	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	N/A	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
Cherriots tarifa reducida local	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	N/A	10 <input type="checkbox"/>	11 <input type="checkbox"/>	12 <input type="checkbox"/>
Cherriots tarifa juvenil local	13 <input type="checkbox"/>	14 <input type="checkbox"/>	15 <input type="checkbox"/>	N/A	16 <input type="checkbox"/>	17 <input type="checkbox"/>	18 <input type="checkbox"/>
Cherriots tarifa completa regional	19 <input type="checkbox"/>	20 <input type="checkbox"/>	N/A	21 <input type="checkbox"/>	22 <input type="checkbox"/>	23 <input type="checkbox"/>	24 <input type="checkbox"/>
Cherriots tarifa regional reducida	25 <input type="checkbox"/>	26 <input type="checkbox"/>	N/A	27 <input type="checkbox"/>	28 <input type="checkbox"/>	29 <input type="checkbox"/>	30 <input type="checkbox"/>
Cherriots tarifa juvenil regional	31 <input type="checkbox"/>	32 <input type="checkbox"/>	N/A	33 <input type="checkbox"/>	34 <input type="checkbox"/>	35 <input type="checkbox"/>	36 <input type="checkbox"/>
Cherriots ruta regional 1X tarifa completa	37 <input type="checkbox"/>	N/A	N/A	N/A	N/A	38 <input type="checkbox"/>	N/A
Cherriots ruta regional 1X Tarifa reducida / para jóvenes	39 <input type="checkbox"/>	N/A	N/A	N/A	N/A	40 <input type="checkbox"/>	N/A
Tarifa de grupo	N/A	N/A	N/A	N/A	N/A	N/A	41 <input type="checkbox"/>

TURN OVER

APPENDIX B

SURVEY - SPANISH

10. Después de bajarse de su ÚLTIMO autobús en este viaje, ¿cómo llegará a su destino final? 1 Caminando 2 Compartido / Vanpooled 3 Montó en bicicleta 4 Usó una silla de ruedas u otro dispositivo de movilidad 5 ser recogido en un coche 6 conducir 7 Usó un taxi / Uber / Lyft 8 Otro _____

11. ¿Cuál es el propósito de su viaje de tránsito hoy? 1 Vete a casa 2 Ir al trabajo 3 Estudiante que va a la universidad;* (¿Cuál? 4 Chemeketa CC 5 WOU 6 Willamette U. 7 Otro _____) 8 Estudiante que va a la escuela (K-12) (¿Cuál? _____) 9 Cita médica / dental 10 Compras / recados 11 Entretenimiento/recreación 12 Actividades sociales 13 Otro _____

12. ¿Tiene una licencia de conducir válida? 1 Sí 2 No

13. ¿Tiene un vehículo que podría haber utilizado para realizar este viaje como conductor o como pasajero? 1 Sí 2 No

14. ¿Con qué frecuencia usted monta el autobús? 1 Menos de una vez a la semana 2 1-3 días / semana 3 4-5 días / semana 4 6-7 días / semana

Las siguientes preguntas son voluntarias, pero nos ayudaran a satisfacer las necesidades de los pasajero:

15. ¿Cuál es su raza/Origen étnico? (Marque todo lo que aplica) 1 Afroamericano o Negro 2 Indio Americano o Nativo de Alaska 3 Hawaiano Nativo o de las Islas del Pacífico 4 Asiático 5 Hispánico/ Latino 6 Blanco o Caucásico 7 Prefiere no decir

16. ¿Cuál es su género? 1 Mujer 2 Hombre 3 No-binario 4 Prefiere no decir

17. ¿Qué edad tiene? 1 menores de 17 2 18 to 24 3 25 to 34 4 35 to 44 5 45 to 54 6 55 to 64 7 65 años o más 8 Prefiere no decir

18. ¿Cuánta gente, usted incluido, vive en su hogar? 1 2 3 4 5 6 7 8 mas

19. Situación laboral actual: 1 Empleado tiempo completo 2 Tiempo parcial 3 Actualmente no trabaja – No busca empleo 4 Actualmente no trabaja – Está buscando empleo 5 Estudiante 6 Ama de casa / Cuidador 7 Retirado

20. ¿Eres estudiante? (marque uno) 1 Si, universidad tiempo completo 2 Si, universidad tiempo parcial 3 Si, escuela preparatoria 4 Si, escuela secundaria 5 Si, escuela primaria 6 No

21. ¿Si eres estudiante a qué Universidad vas? 1 Chemeketa CC 2 Willamette U. 3 WOU 4 Otro _____

22. ¿El lenguaje que hablan en casa? 1 Inglés 2 Español 3 Русский 4 Otro _____

23. ¿Qué tan bien hablas inglés? 1 Muy bien 2 Bien 3 No tan bien 4 No hablo Inglés

24. ¿Cuál fue el ingreso bruto familiar anual antes de los impuestos en 2020? Este es el ingreso combinado de cada persona que vive en su hogar, independientemente del origen. (marque uno) 1 Less than \$25,000 2 \$25,000 to \$34,999 3 \$35,000 to \$44,999 4 \$45,000 to \$54,999 5 \$55,000 to \$74,999 6 \$75,000 to \$99,999 7 \$100,000 or above 8 No sabe 9 Prefiere no decir

25. Si pudiera nombrar una cosa para que Cherriots servicio mejore, ¿cuál sería?

Thank you for participating in the survey!





ZILO
INTERNATIONAL GROUP



Salem Area Mass Transit District
BOARD OF DIRECTORS
VIRTUAL MEETING

May 26, 2022

Index of Board Actions

<u>Action</u>	<u>Page</u>
Moved to approve the Consent Calendar:	3
1. <u>Approval of Minutes</u>	
a. April 28, 2022 Work Session	
b. April 28, 2022 Board Meeting	
2. <u>Routine Business</u>	
a. Adopt the FY 2023 Board Meeting Schedule	
b. Approval of Committee Member Appointments to the STIF Advisory Committee	
 Moved to approve the addition of Juneteenth Day, the federal and state holiday, as an annual District-paid holiday benefit for employees beginning June 19, 2022.	 3
 Moved to adopt Resolution #2022-03 to amend Resolution #2013-01 that established the Vehicle Acquisition Policy #106 and include guidelines in the Policy for the District’s commitment to a goal of a 100% Zero Emissions Fleet by 2040, reducing the carbon emissions of its fleet, and continuing its efforts to maintain environmental responsibility through the future acquisition of Low and No Emissions Vehicles.	 4

SAMTD Board of Directors meetings are video recorded and are available for viewing on YouTube through the Capital Community Media website at <https://www.capitalcommunitymedia.org/all>



Salem Area Mass Transit District
BOARD OF DIRECTORS VIRTUAL MEETING
May 26, 2022

- PRESENT: BOARD: President Ian Davidson; Directors Chi Nguyen (virtual), Ramiro Navarro Jr., Sadie Carney, Maria Hinojos Pressey, and Sarah Duncan
 STAFF: Allan Pollock, General Manager; David Trimble, Deputy General Manager; Christina Conner, Chief Human Resources Officer; Denise LaRue, Chief Financial Officer; Tom Dietz, Director of Operations; Patricia Feeny, Director of Communication; Chip Colby, Information Technology Manager; Dan Knauss, Contract/Procurement Manager; Ben Sawyer, Contracted Services Manager; Kiki Dohman, Transportation Options Coordinator; Sara Sayles, SAMTD Legal Counsel (virtual); Ross Aguilar, Systems Administrator; and Linda Galeazzi, Executive Assistant
- GUESTS: Marja Byers

MINUTES

CALL TO ORDER

6:34 PM

- A. President Ian Davidson called the meeting to order. Attendance was noted with a quorum of six members present.

For the Safety Moment, GM Pollock spoke about backyard barbecue tips. Making sure that the BBQ is ten feet away from the house with lots of ventilation. Don't leave the BBQ unattended, and clean it regularly. Have a spray bottle of water handy or a fire extinguisher; and know how to use it.

ANNOUNCEMENTS AND CHANGES TO THE AGENDA

- B. President Davidson spoke about the recent tragedies that rocked communities and destroyed families due to gun violence at a grocery store in Buffalo, New York, and at an elementary school in Uvalde, Texas; and the need to make and support policy decisions, rather than continue the debates.

PRESENTATION - None

PUBLIC COMMENT

- D. There were no verbal or written comments submitted.

CONSENT CALENDAR

- E. Shall the Board approve the Consent Calendar?



Presenter: President Davidson
Staff Report: Pages 5-40 of the agenda

Approval of Minutes

- a. April 28, 2022 Work Session
- b. April 28, 2022 Board Meeting

Routine Business

- a. Adopt the FY 2023 Board Meeting Schedule
- b. Approval of Committee Member Appointments to the STIF Advisory Committee

Motion: **Approve the Consent Calendar**
 Motion By: **Director Ramiro Navarro Jr.**
 Second: **Director Sara Duncan**
 Vote: **Motion passed: Carney, Davidson, Duncan, Hinojos Pressey, Navarro and Nguyen (6)**

ITEMS DEFERRED FROM THE CONSENT CALENDAR

F. No items were deferred from the Consent Calendar

ACTION ITEMS

G.1 Shall the Board approve the federal and state holiday for Juneteenth as a District-paid holiday benefit beginning June 19, 2022?

Presenter: Allan Pollock, General Manager
Staff Report: Pages 41-42 of the agenda

Members of the Board’s Diversity, Equity and Inclusion Subcommittee recommend the Board approve the addition of the federal and state holiday, Juneteenth Day, as an annual District-paid holiday benefit for employees beginning June 19, 2022. The financial impact of this additional District paid holiday is estimated at \$92,300 which is the fully burdened (includes taxes and benefits) cost for all employees. The District will operate at a Holiday level of service (Sunday schedule) on this holiday.

Motion: **Moved to approve the addition of Juneteenth Day, the federal and state holiday, as an annual District-paid holiday benefit for employees beginning June 19, 2022.**
 Motion By: **Director Sara Duncan**
 Second: **Director Sadie Carney**
 Vote: **Motion passed: Carney, Davidson, Duncan, Hinojos Pressey, Navarro and Nguyen (6)**

G.2 Shall the Board adopt Resolution No. 2022-03 to amend Resolution No. 2013-01 to include updated guidelines to the Vehicle Acquisition Policy #106 that states the District’s



commitment to develop and maintain a Zero-Emissions Bus (ZEB) Rollout Plan designed to transition the District's bus fleet to a 100% zero-emission fleet by 2040?

Presenter: Tom Dietz, Director of Operations

Staff Report: Pages 43-52 of the agenda

Staff is bringing the Vehicle Acquisition Policy back to the Board to amend General Rules #106.04(1)(2)(a)(h) that will ensure organizational viability by providing the most cost effective forms of transportation; and will improve and promote environmental sustainability by transitioning to a 100% Zero Emissions Fleet by 2040; that will align with the District's Strategic Plan. This action has no financial impacts.

Motion: Moved to adopt Resolution #2022-03 to amend Resolution #2013-01 that established the Vehicle Acquisition Policy #106 and include guidelines in the Policy for the District's commitment to a goal of a 100% Zero Emissions Fleet by 2040, reducing the carbon emissions of its fleet, and continuing its efforts to maintain environmental responsibility through the future acquisition of Low and No Emissions Vehicles.

Motion By: Director Maria Hinojos-Pressey

Second: Director Sadie Carney

Vote: Motion passed: Carney, Davidson, Duncan, Hinojos Pressey, Navarro and Nguyen (6)

INFORMATION ITEMS

H.1 Third Quarter Performance Report

Staff Report: Pages 53-86 in the agenda

Presenter: Chris French, Service Planning Manager

The Board receive the quarterly information briefing on Cherrriots services for the third quarter of FY22 which began January 1, 2022 and ended March 31, 2022. The top performer for local weekday rides per revenue hour for corridor routes was Route 21 with 16.1 boardings; for coverage routes it was Route 16 at 10.2 boardings; and for Regional and Local weekday riders per revenue hour on Commuter Express Routes, the top performer was Route 40X at 5.7 boardings. The top performer on local Saturday rides on corridor routes per revenue hour was Route 21 at 16.5 boardings; on coverage routes, Route 16 was the winner with 7.9 boardings. The top performer on Sunday rides per revenue hour on all routes was Route 21 with 14.8 boardings. Total holiday ridership for the third quarter was 3,661 on MLK Day and 2,776 on Presidents Day.

H.2 Third Quarter Transportation Options Report

Staff Report: Pages 87-90 in the agenda



Presenter: Kiki Dohman, Transportation Options Coordinator

During this quarter, staff promoted vanpool formation, biking, walking, teleworking, and the use of the *Get There Oregon* tool; working with the Employee Transportation Coordinator (ETC) network as they returned to the office. Staff connected with 12 employers to discuss commute planning tools and ways to promote transportation options to employees. They assisted ODOT with an online survey to human resource professionals in Oregon to assess awareness of and attitudes toward employee commutes and commute solutions, identifying what may motivate human resource professionals to support related benefits and programs. Staff is updating the program materials that highlight all of the employer services the District offers. Staff continues to promote the Group Pass Program (GPP), and started work on a Cherriots Travel Tools video, contracting with Skyline Video, to showcase the trip planning process and the Travel Training program. Cherriots currently supports and subsidizes 24 vanpools traveling in Polk, Marion, and Yamhill counties; working closely with the vendor, *Commute with Enterprise*, to promote vanpooling and meet with organizations throughout the Mid-Willamette Valley.

In response to questions asked, GM Pollock explained that the District provides rides to people on jury duty. It is a public service and has been in place for a long time. Ms. Dohman will get information that shows the percentage of Medura employees taking advantage of their employer program. Ms. Dohman was asked why non-profits pay a higher rate for the Group Pass Program. She stated that there was a higher rate for non-profits because they do not pay property taxes; whereas a for-profit agency pays property tax. Ms. Dohman was asked if staff has ever approached businesses through the Chamber of Commerce. Ms. Dohman said she can research that. In response to questions about helping employers decide between vanpool or the group pass, Ms. Dohman explained that they ask questions to determine the employer's needs. She noted that the group pass applied to the 1X route as well.

H.3 **Third Quarter Financial Report**

Staff Report: Pages 91-96 in the agenda

Presenter: Denise LaRue, Director of Finance/Chief Financial Officer

The quarterly Finance Report includes budget to actual on a non-GAAP basis that shows by fund the legal appropriations by category with actual amounts and variances.

General Fund Revenues indicate that *Passenger Fares* are at 120% of the annual budget. *Federal Funding* is at one-percent; however, the district recently submitted and received a federal drawdown for CCRSSA funds of \$13.4 million dollars, and the District received 106%



of the annual budget for Property Taxes. Interest rates have decreased, but will fluctuate throughout the year.

Total Operating Expenditures of the General Fund are under budget at 65% of total annual budget. All divisions in the General Fund are at or below the anticipated 75% of total budget, ranging from 52% to 75% of annual budget expended. Many divisions have had vacant positions and there has been very little travel to date due to COVID-19. In the Transportation Program Fund Revenues, *Passenger Fares* are 101% of the annual budget. *Federal Funds* are below budget but the District received the federal drawdown revenues in the 4th quarter of this fiscal year. *Transfers from Other Funds* are recognized at the end of the fiscal year. *Transportation Programs Fund* expenditures are 52% of the annual budget. All divisions are in line with spending less than 75% of the annual budgeted amount.

Total Capital Revenues in the Capital Project Fund are at 3% of total budget through the third quarter. There are some very large projects in process right now, and the District is experiencing supply chain challenges. The Miscellaneous Revenues consist of reimbursement from the City of Keizer for the KTC Signalization Project. Overall the *Capital Project Fund* expenditures are 10% of the annual approved budget. Some of the larger projects that have had expenditures are South Salem Transit Center, Bus Stops and Shelters, Regional Revenue Vehicles, and Air Purifiers. The very large budgeted projects take time to complete and then submit for reimbursement.

GENERAL MANAGERS REPORT

- I.1 GM Pollock thanked the DEI Subcommittee for leading the efforts to adopt Juneteenth as a District holiday. He announced that Cherriots was awarded a 2022-2024 ODOT discretionary award of \$152,000 for stops and shelters in regional areas that will be installed in the next couple of years. A mutual aid agreement between Lane Transit District, TriMet and SAMTD was signed yesterday for a major track and field event working with LTD for shuttle service. The mutual aid agreement will continue past the games. GM Pollock announced that the District Board will end virtual meetings and begin in-person meetings again in June. The District will, however, continue to provide electronic means for the community to watch the meetings. June 18 is scheduled for a full day Board Retreat where they will finalize their strategic plan for an August adoption. The DEI Strategic Plan is scheduled for adoption at the July Board meeting. GM Pollock announced the unexpected death of service technician Richard Earle who was a 30 plus year triathlete taking part in a competition in Texas. Flowers from the District were sent to the memorial service, and numerous employees attended the service which was held last Sunday.



BOARD OF DIRECTORS REPORTS

J.1 Board members expressed deep sorrow at the loss of life and tragedy of the mass shootings, and most recently at the elementary school in Uvalde, Texas. Director Nguyen prepared a written statement that has been entered into the record as Attachment A.

Director Carney shared what will follow for the Our Salem Plan after the hearing at the June 16 Salem City Council meeting.

Director Hinojos Pressey was glad the Board passed the Juneteenth holiday. She noted that the first day of Pride Month was in five days, and she hopes everyone can take time to rest and recover.

President Davidson spoke about the briefing received from the League of Oregon Cities on their priorities at the Mid-Willamette Valley Council of Governments Legislative Committee meeting. He said there was no MWACT meeting. A project list was sent to the City of Salem for sidewalk improvements on Pringle and Fischer Roads. There is a bond piece that will need to go to ballot. The Salem City Council adopted very aggressive climate rules but they will need policies as well.

President Davidson asked GM Pollock for research on two fare structures – regional and local. With the approved electronic fare system, he would like to have staff investigate an equalized fare structure between regional and local services.

ADJOURN

K.1 The board meeting was adjourned.

8:00 PM

Respectfully Submitted

Ian Davidson, President



Salem Area Mass Transit District
 Board of Directors
 ~ **Strategic Planning Retreat** ~
 June 18, 2022
 8:00 AM – 2:30 PM

West Salem Roth’s Convention Center – Conference Room N
 Salem, Oregon 97301

- PRESENT:** President Ian Davidson; Directors, Sadie Carney, Sara Duncan, Maria Hinojos
Board Pressey, Ramiro Navarro Jr., Chi Nguyen
- Staff** Allan Pollock, General Manager; David Trimble, Deputy General Manager; Denise LaRue, Chief Financial Officer; Christina Conner, Chief Human Resources Officer, Steve Dickey, Director of Technology & Program Management; Tom Dietz, Director of Operations; Patricia Feeny, Director of Communication [VIRTUAL]; Bobbie Kidd, Strategic Planning Administrator; Linda Galeazzi, Executive Assistant
- Guests** Matt Webb, Principal and Ehren Bingaman, Managing Principal from TransPro Consulting

MINUTES

CALL TO ORDER 8:30 AM
 President Ian Davidson and General Manager Allan Pollock welcomed the Board and executive leadership team to the June 18 Strategic Planning Retreat.

Matt Webb and Ehren Bingaman from TransPro were also introduced and would lead the continuing discussion on the District’s Strategic Plan which started on January 27, 2022 with a kick-off meeting.

REVIEW OF THE AGENDA AND DESIRED OUTCOMES OF A STRATEGIC PLAN 8:40 AM

REVIEW OF CHERRIOTS WHY – Discussion around the agency values 8:45 AM

- Why – alignment
- Connectivity is life
- Agile/flexible/integrator
- Pride / valued
- Clear alignment on purpose and destination
- Personalize customer and community why – destinations
- No such thing as an isolated person – connections matter for all

REVIEW OF CHERRIOTS WHAT – Success outcomes presentation 9:15 AM

- Outcomes, not activities – measurable/objective
- Revisit annually / tied to budget
- Create safe space for dialogue
- Ridership - output

REVIEW OF CHERRIOTS HOW –Organizational tactics presentation 9:30 AM

- Work Plan to achieve results
- Do what we say we will to achieve the results we desire
- Outcomes focus means flexibility in the plan
- Challenge tradition
- Organize for success
- CEO of your desk

REVIEW OF CHERRIOTS WHO – Organization scorecard presentation 10:00 AM

- Ownership and transparency
- Metrics indicate progress toward outcomes
- Values: transparency is a function of trust
- Potential challenge with honor
- Honesty a function of trust
- H: Humility / Humble
- Innovation / Risk – parallel
- Stewardship
- Resourcefulness
- Responsibility and resilience

BREAK 10:40 AM

BRINGING YOUR STRATEGIC PLAN TO LIFE – Measuring and reporting against your success outcomes; Employee engagement survey [Wave 1] 10:55 AM

Strategic plan rollout

1. External rollout strategy
2. Internal rollout strategy
 - Cross functional teams
 - Mixing concrete and carpet
 - You spoke – we listened [WIFM]
3. Host the Greeters Chamber of Commerce
4. TransDash Dashboard
5. Board Subcommittee

BUILDING A CULTURE OF PERFORMANCE – Budget development approach and success outcomes; meetings that matter 11:20 AM

- Of data – slice and dice to understand; concrete / carpet

- Evaluate existing committee structure / community committees
- Leverage technology to create meeting content / folders [link to documents; Gantt Chart]
- Continue timeline
- Do you need pages of documentation to justify decisions [is this the highest and best use of director time.]
- Review of tax laws around bonus vs comp. etc.
- Generally seeing disaggregated data – see and understand unique opportunities.

LUNCH 12:30 PM

PERFORMANCE EVALUATION APPROACH FOR THE GENERAL MANAGER 1:00 PM

CELEBRATING SUCCESS 1:45 PM

REVIEW ACTION ITEMS AND NEXT STEPS 2:00 PM

Parking Lot

- Name change to reflect mission / vision, “mass” to “mobility”
- Use of one time funding – purposeful
- Look at culture of ownership tactics
- Position community value for 2026 funding authority
- Community perception of access
- KPI – evaluate current state / future state – clarity
- Utilization of existing tech and info systems [CAD AVL, etc.] for other customer insights
- Employee survey – stratification analysis

Poll For Values Statement

Communication 3	Ownership 0	Honor 0	Trust 2
Honesty 0	Transparency 7	Excellence 0	Success 0
Risk 0	Safety 7	Respect 0	Sustainability 3
Relationships 0	Humility 6	Innovation 0	Resourcefulness 4
Inclusion/diversity 12	Stewardship 0	Collaborative 3	Environment 0
Environmental justice 1	Care 0	Community of care 0	Culture of care 6

ONE WORD CLOSE 2:30 PM

Submitted by:
Linda Galeazzi, CMC
Executive Assistant/Clerk of the Board



**Salem Area Mass Transit District
BOARD OF DIRECTORS MEETING**

June 23, 2022

Index of Board Actions

<u>Action</u>	<u>Page</u>
<u>Approval of Minutes</u>	3
a. May 26, 2022 Board Meeting	
b. May 26, 2022 Work Session	
c. May 26, 2022 Executive Session-Potential Litigation	
d. May 26, 2022 Executive Session-Labor Negotiations	
<u>Routine Business</u>	
a. Approval of Annual Allocation of Day Passes to the United Way of the Mid-Willamette Valley for Fiscal Year 2023.	
Moved to accept the South Salem Transit Center Mobility Hub Site Selection Study Final Report and approve the recommendation of the sites identified in the report as finalist sites to proceed with the required steps for property acquisition.	5
Moved to authorize the General Manager to execute a contract extension with DePaul Industries, The DPI Group, for security services (unarmed) at the Del Webb Operations Headquarters for a not-to-exceed amount of \$260,000.	6
Moved a friendly amendment motion to authorize the General Manager to enter into a contract with Grove, Mueller & Swank, P.C. for the delivery of audit services for a total cost not to exceed <u>\$399,500.</u>	6
Moved to adopt Resolution #2022-04 to adopt the FY2022-23 Budget, making appropriations, and imposing and categorizing taxes.	7

SAMTD Board of Directors meetings are video recorded and are available for viewing on YouTube through the Capital Community Media website at <https://www.capitalcommunitymedia.org/all>



Salem Area Mass Transit District
BOARD OF DIRECTORS MEETING
Senator Hearing Room – Courthouse Square
555 Court St., Salem, OR 97301

June 23, 2022

BOARD **PRESENT:** President Ian Davidson; Directors Ramiro Navarro Jr., Maria Hinojos Pressey, Sarah Duncan and Sadie Carney (virtual);
ABSENT: Director Chi Nguyen

STAFF: Allan Pollock, General Manager; David Trimble, Deputy General Manager; Christina Conner, Chief Human Resources Officer; Denise LaRue, Chief Financial Officer; Tom Dietz, Director of Operations; Patricia Feeny, Director of Communication; Ben Sawyer, Contracted Services Manager; Chris French, Service Planning Manager; Karen Garcia, Security & Emergency Management Manager; Dan Knauss, Contract/Procurement Manager; Ross Aguilar, Systems Administrator; Linda Galeazzi, Executive Assistant and Sara Sayles, SAMTD Legal Counsel (virtual)

GUESTS: Kathy Lincoln, Budget Committee Chair; Marja Byers, and John Hammill

MINUTES

CALL TO ORDER

6:30 PM

A. President Ian Davidson called the meeting to order. The Board was led in the Pledge of Allegiance; and attendance was noted with six members present for a quorum. Karen Garcia provided the Safety Moment reporting on the safety measures in and around Courthouse Square and the Downtown Transit Center.

ANNOUNCEMENTS AND CHANGES TO THE AGENDA

B. President Davidson announced that the Budget Hearing was rescheduled for later in the Board meeting. The Budget Committee Chair had an unexpected scheduling conflict.

PRESENTATION - None

PUBLIC COMMENT

D. **John Hammill**, President, Willamette Chapter, American Council of the Blind: He said the disabled community appreciates the service that Cherriots provides; especially for the two years during COVID. There were members of the Chapter who were not able to get out without the service. It is clear that the city is growing and transit will need to adapt and evolve to meet those changing circumstances. As that goes on, speaking for



the disabled people and seniors, it would be really great if the Board would consider putting the bus stops closer together. A quarter mile is standard but is a disincentive for people with disabilities and older people to use the scheduled service. It tends to drive them to CherriotsLIFT which is more expensive both for the traveler and the transit district. That first stop and the last stop from home to their destination is a bit of a barrier. If the Board could find a way to get those stops closer together, it would be removing a barrier for them.

CONSENT CALENDAR

G. Shall the Board approve the Consent Calendar?

Presenter: President Ian Davidson
 Staff Report: Pages 5-24 of the agenda

Approval of Minutes

- a. May 26, 2022 Board Meeting
- b. May 26, 2022 Work Session
- c. May 26, 2022 Executive Session-Potential Litigation
- d. May 26, 2022 Executive Session-Labor Negotiations

Routine Business

- a. Approval of Annual Allocation of Day Passes to the United Way of the Mid-Willamette Valley for Fiscal Year 2023.

Motion: **Moved to approve the Consent Calendar.**
 Motion By: **Director Sadie Carney**
 Second: **Director Maria Hinojos Pressey**
 Discussion: President Davidson expressed his gratitude to United Way for being the facilitator of a program to get the day passes out to member agencies. Director Carney asked if the District had any idea how successful the program was. GM Pollock explained that United Way provided a report on pages 18-24 of the agenda of all the agencies they provided bus passes to in FY2022. The program is currently oversubscribed. United Way receives more applications from member agencies for day passes than there are available. United Way has also purchased day passes when they receive grants from the City or elsewhere, and the District gives them a 25% non-profit discount. [<https://www.unitedwaymwv.org/transportation-assistance.html>]
 Vote: **Motion passed: Carney, Davidson, Duncan, Hinojos Pressey, and Navarro (5)**
 Absent: **Nguyen (1)**

ITEMS DEFERRED FROM THE CONSENT CALENDAR

H. No items were deferred from the Consent Calendar



ACTION ITEMS

- I.1** Shall the Board accept the *South Salem Transit Center Mobility Hub (SSTCMH) Site Selection Study* Final Report as prepared by Parametrix Inc., and approve the recommendation of the sites identified in the report as finalist sites to proceed with the required steps for property acquisition?

Presenter: Steve Dickey, Director of Technology and Program Management
Ryan Farncomb, Project Manager/Senior Transportation Planner, Parametrix, Inc.

Staff Report: Pages 25-75 of the agenda

Ryan Farncomb gave a project update, a review of the candidate sites and findings, and the next steps of the project. The *South Salem Transit Center Mobility Hub Site Selection Study* (SSTCMH) Final Report documented the process involved in the site selection, and the rationale for the final recommendation of the sites identified in the study. Based on results of the fatal flaw analysis, the project team recommended further evaluation of three candidate sites [listed on page 70 in the agenda packet] to determine the most suitable location of the SSTCMH -

- o Site D, southwest corner of Fabry Road SE and Commercial Street SE
- o Site F, northwest corner of Wiltsey Road SE and Commercial Street SE
- o Site 8, northeast corner of Wiltsey Road SE and Commercial Street SE

Once identified by the Board, the District will proceed to negotiate with the site owner(s) to acquire the desired property. Development of the SSTCMH will follow with preliminary environmental investigations, the site boundary survey, preliminary and final design, the environmental review, and construction. Mr. Farncomb provided a public engagement summary which resumes throughout the remaining steps of the development process. Construction cost estimates will be available by the end of the week.

Director Navarro asked if there were posts about this project on Social Media in Spanish. Mr. Farncomb noted that there were posts both in English and Spanish.

Director Duncan asked if there had been talks about how to better connect the transit centers. Mr. Dickey said the planning department gets into the nuances of how to adjust what we have now and what it needs to be. Chris French described what the planning department does to analyze how routes will connect South Lancaster Blvd to South Commercial Street without going all the way to the Downtown Transit Center. Once a site is chosen, it gives them an anchor point to start from in South Salem.

Mr. Farnworth described the size of the lot at site "B" as being just over five acres. On the Wiltsey site "8," there are trees. They measured all of the trees, and there are some that are protected and should not be cut down, so they will adjust the concept design.



Responding to questions from Director Carney, Mr. Dickey stated that the Walmart site is not being considered. And, anytime you work with federal funds, you are obligated to abide by the uniform relocation act. So, when considering three sites, cost is a factor, as is the relocation of businesses on the site.

- <https://www.fhwa.dot.gov/federal-aidessentials/companionresources/06rowuniformact.pdf>

Mr. Dickey said the board will have an opportunity to evaluate the pros and cons of each of the three sites at the July Board meeting, and choose a preferred site for the District to pursue. After that, the District would begin formal negotiations for the preferred site. If for some reason that did not work out, the District would pursue the other two sites.

Director Carney asked about the cost increases and supply chain issues that may affect the District and this project. Mr. Dickey responded that pricing has been the most volatile he has seen in his 25 years working with construction, as well as the supply chain being a major factor. In the projects' Scope of Work (SOW) we have made it very clear that the design must be scalable in many aspects – in or out, period. The District's approach will be that we will build it when we can afford it; or we can build components. Until things stabilize, agencies will have to take that approach and be creative. Ryan also noted that contingencies can also be built in.

Motion: **Moved to accept the South Salem Transit Center Mobility Hub Site Selection Study Final Report and approve the recommendation of the sites identified in the report as finalist sites to proceed with the required steps for property acquisition.**

Motion By: **Director Maria Hinojos Pressey**

Second: **Director Sara Duncan**

Vote: **Motion passed: Carney, Davidson, Duncan, Hinojos Pressey, and Navarro (5)**

Absent: **Nguyen (1)**

I.2 Shall the Board authorize the General Manager to execute a contract extension with DePaul Industries, The DPI Group, for security services (unarmed) to begin in July 1, 2022, for a not-to-exceed amount of \$260,000?

Presenter: Karen Garcia, Security & Emergency Management Manager

Staff Report: Pages 76-77 of the agenda

Funding for this contract amount is included in the FY2022-2023 Deputy General Manager Division, under the Security and Emergency Management Department General Fund budget. The term of the contract does not exceed the fiscal year. Total contract cost for FY2022-23 is not-to-exceed \$260,000.



Motion: Moved to authorize the General Manager to execute a contract extension with DePaul Industries, The DPI Group, for security services (unarmed) at the Del Webb Operations Headquarters for a not-to-exceed amount of \$260,000.

Motion By: Director Maria Hinojos Pressey

Second: Director Sara Duncan

Vote: Motion passed: Carney, Davidson, Duncan, Hinojos Pressey, and Navarro (5)

Absent: Nguyen (1)

I.3 Shall the Board authorize the General Manager to enter into a contract with Grove, Mueller & Swank, P.C. for the delivery of audit services for a total cost not to exceed \$399,500?

Presenter: Denise LaRue, Chief Financial Officer
Staff Report: Pages 78-79 of the agenda

Procurement issued a Request for Proposal (RFP) through the competitive bid process for both annual audit services as well as single audit services for federal awards. There were two responses with Grove, Mueller, & Swank, P.C. being selected for this next contract period. The contract was set up for an initial two years with three one year contract extensions that allows for up to five years of services delivered through this contract. Audit services are budgeted annually in the General Fund.

Motion: Moved to authorize the General Manager to enter into a contract with Grove, Mueller & Swank, P.C. for the delivery of audit services for a total cost not to exceed three hundred ninety-nine, five thousand dollars.

Motion By: Director Sara Duncan

Second: Director Ramiro Navarro Jr.

Friendly Amendment: Director Sadie Carney noted that the final sum in the motion was stated incorrectly, and provided a friendly amendment to correctly state the total dollar amount at \$399,500 for the audit services contract. Director Sara Duncan was agreeable to that, and Director Ramiro Navarro Jr. seconded the motion.

Vote: The friendly amendment motion passed: Carney, Davidson, Duncan, Hinojos Pressey, and Navarro (5); Absent: Nguyen (1)

E. BUDGET HEARING

Shall the Board adopt Resolution 2022-04 for the Adoption of the Fiscal Year 2022-2023 Budget, Making Appropriations, and Imposing and Categorizing Taxes?

Presenter: Kathryn Lincoln, Budget Committee Chair



Staff Report: Supplemental Agenda Item [ATTACHED TO THESE MINUTES]

There was no public testimony for or against the FY 2023 budget document or programs within in the budget.

F. DELIBERATION OF THE BUDGET HEARING

In accordance with Oregon State Budget Law, the Budget Committee approved the FY2022-23 Budget on May 5, 2022 for a total appropriation of all funds of \$92,273,394 and an unappropriated total amount of \$50,011,719, for a total approved budget of \$142,285,113; and a tax rate of \$.7609 per \$1,000 of assessed value, the permanent rate set by Measure 50. Resolution #2022-04 also imposes and categorizes taxes in accordance with Oregon Budget Law requirements. Following approval, the Budget Committee Chair, Kathy Lincoln, asked that the Board set the Budget Hearing. On June 6, the budget summary and notice of a public hearing were published on the District’s website and in the local newspaper as required by law. The Budget Hearing occurred prior to the consideration of this resolution asking for adoption of the budget.

Motion: Moved to adopt Resolution #2022-04 to adopt the FY2022-23 Budget, making appropriations, and imposing and categorizing taxes.
Motion By: Director Ramiro Navarro Jr.
Second: Director Sara Duncan
Discussion: There was no discussion.
Vote: Motion passed: Carney, Davidson, Duncan, Hinojos Pressey, and Navarro (5)
Absent: Nguyen (1)

J. INFORMATION ITEMS - None

K. GENERAL MANAGERS REPORT

GM Pollock spoke about the passing of Doug Piant, a former Cherrlots employee who became the executive director of Oregon Housing & Associated Services (OHAS), and then the general manager of Tillamook County Transportation District. Doug had the reputation of being very kind with a passion for public transportation. He died with a strong fight against cancer. GM Pollock also reported on federal legislation having to do with the gas tax holiday. APTA public transportation providers wrote a letter to President Biden to oppose the bill. He asked Patricia Feeny to make an announcement. Ms. Feeny announced that the marketing group in Communication won first place in the AdWheel Awards Program for Best Marketing and Communications Educational Initiative (Non-Covid-19 [e.g. general public information, improve safety or security, workforce development, courtesy, or other transit objective])



L. BOARD OF DIRECTORS REPORTS

This is the time for Board members to report on transit-related issues through committee and meeting participation, citizen communications, or special projects they are participating in as a representatives of the District.

Director Navarro said he caught COVID at the beginning of the month. Later, he attended the June 21 Keizer City Council meeting to honor City Councilor Roland Herrera in a surprise ceremony for his unwavering support for the LGBTQ community. He visited the YMCA's new veterans' shelter and he sent well-wishes to Mark Knecht, an advocate for disabled veterans, who was in the hospital.

Director Carney noted that John Hammill who spoke during Public Comment is an amazing advocate for the disabled community. He has served on the Citizens Advisory Committee and Board of Directors, and is a new member of the Statewide Transportation Improvement Fund Advisory Committee. She also congratulated Patricia Feeny and her Communication team for receiving the AdWheel Award. She said the SKATS Policy Committee meeting will meet next week and the Salem City Council will deliberate July 11, 2022 on the *Our Salem* Comprehensive Plan.

Director Hinojos Pressey reported on the DEI Subcommittee meeting and the May 31 Citizens Advisory Committee meeting.

President Davidson was not able to attend the MWACT meeting where there was discussion about the Hwy 22 and 51 Interchange. He did attend the MWVCOG meeting with Maria Hinojos Pressey for a school board presentation to announce their new director. President Davidson shared a project that he and Director Hinojos Pressey have been working on to get free bus passes for students in kindergarten to 12th grade. They have been in discussions with the City of Keizer about this project; and the City of Keizer City Council approved a pilot project for a Bus Pass Program with a tentative start date this fall.

M. ADJOURNED

8:20 PM

Respectfully Submitted

Ian Davidson, President



Salem Area Mass Transit District
 Board of Directors
 ~ **WORK SESSION** ~
 June 23, 2022

Join ZoomGov Meeting: <https://cherriots-org.zoomgov.com/j/1608361530?pwd=MHNSRGZ3a1FIT E5XSHIGdzYvRWpuUT09>

Meeting ID: **160 836 1530**
 Passcode: **864458**

By Phone US (San Jose): +1 **669 254 5252**

Meeting ID and Passcode: same as above

Courthouse Square – Senator Hearing Room
 555 Court Street NE, Salem, Oregon 97301

PRESENT: President Ian Davidson; Directors, Sadie Carney, Sara Duncan, Maria Hinojos
Board Pressey, Ramiro Navarro Jr., **ABSENT:** Chi Nguyen

Staff Allan Pollock, General Manager; David Trimble, Deputy General Manager; Patricia Feeny, Director of Communication; Christina Conner, Chief Human Resources Officer, Denise LaRue, Chief Financial Officer; Tom Dietz, Director of Operations; Steve Dickey, Director of Technology & Program Management; Linda Galeazzi, Executive Assistant; and Ross Aguilar, Systems Administrator; Kelsie Cole, Grant Writer; Karen Garcia, Security & Emergency Management Manager; Chris French, Service Planning Manager; Ben Sawyer, Contracted Services Manager

MINUTES

1. CALL TO ORDER **5:45 PM**
 President Ian Davidson called the work session to order at 5:45 p.m. A quorum was present.

2. PRESENTATION – None

3. DISCUSSION

A. Contracted Transportation Services Overview

Staff report: PowerPoint Presentation in the agenda packet

Presenter: Ben Sawyer, Contracted Services Manager
 Tom Dietz, Director of Operations

Ben Sawyer used a PowerPoint presentation to describe the Contracted Services Program that includes the Call Center, Cherriots LIFT, Cherriots Shop and Ride/Dial-a-Ride, and Cherriots Regional services. He provided the number of staff and vehicles (if applicable) in each program and the statistics for fiscal year 2022. MTM Transportation has the current contract for the Call

Center with a base of five years and two option years. MV Transportation has the contract for transportation service. It expires December 31, 2022. An RFP to combine the Call Center and Transportation Services was released on May 24, 2022. It closes on June 24, 2022. The contract term will be from January 1, 2023 to December 31, 2027 or December 31, 2029 if both option years are exercised.

Follow-up: The contract will go before the Board for action at its August 25 meeting.

4. GENERAL MANAGER COMMENTS

Staff report: Included in the Work Session agenda packet for June 23, 2022

Presenter: Allan Pollock, General Manager

The Board received an updated report of upcoming agenda items for Board review, and the Board's calendar of scheduled meetings and events.

Follow-up: Board members should contact the general manager or President Davidson if they have any items they would like to add to the list of upcoming agenda items.

5. WORK SESSION ADJOURNED

6:15 PM

Submitted by:

Linda Galeazzi, CMC

Executive Assistant/Clerk of the Board



BOARD MEETING MEMO

Agenda Item E.2.b

To: Board of Directors
From: Denise LaRue, Chief Financial Officer
Thru: Allan Pollock, General Manager
Date: July 28, 2022
Subject: FY2022 Preliminary Year-End Financial Report

ISSUE

Shall the Board accept the FY2022 preliminary year-end financial report?

BACKGROUND AND FINDINGS

The District's fiscal year ended June 30, 2022. Oregon Revised Statutes – ORS 267.140(5) – requires the District to make a financial report for the previous year available to its Board within 30 days of fiscal year end. To comply with the timeframe established by the State of Oregon, District staff have prepared a report providing preliminary results. Audited reports will be prepared when the independent audit work has been completed.

The preliminary report includes statements for the General Fund, Transportation Programs Fund, and the Capital Project Fund. These statements compare the budget amounts to actual amounts by legal appropriations category. Because this is an early preliminary look at FY22, some transactions and adjustments have not yet been made, so they are not included in this preliminary report. These items include depreciation of assets, year-end revenue accruals, and various expense adjustments.

General Fund Revenues:

General Fund Total Operating Revenues are at 99% of budget.

Total Federal Funding is currently at 81% of the annual budget, but will increase by a revenue accrual for the fourth quarter.

Miscellaneous revenues have performed better than expected, at 107% of annual budget.

General Fund Expenditures:

The Total Operating expenditures of the General Fund are under budget at 88% of total annual budget. All divisions in the General Fund are below the annual budget, ranging from 63% to 99% of annual budget.

Transportation Programs Fund Revenues:

Transportation Total Revenues are at 54% of budget.

STIF Formula, STIF Pass-Through Formula Funds, and STF Pass-Through Funds categories are at 123%, 104%, and 100% of annual budget, respectively.

Federal Funds, including CARES Act funding in FY22 are behind the annual budget. This is expected because we must incur the expenses prior to requesting a drawdown from FTA. Fourth quarter drawdowns will be accrued when the calculations are complete.

DD53 Revenues in FY22 are at 36% of the annual budget. This revenue source has not recovered as quickly as anticipated through the pandemic.

Transportation Programs Fund Expenditures:

The Total Transportation Programs Fund expenditures are below budget, ranging from 56% to 72%.

Capital Projects Fund Revenues and Expenditures:

Overall, the Capital Project Fund has received and expended about 10% of the appropriated budget. As with the other fund statements, reimbursement requests are in process and the revenues will be reported with the audited report.

Many of the planned FY22 capital projects were impacted by the pandemic, which created delays in schedules. These have been carried forward to the Adopted FY2022-23 budget year to be completed.

FINANCIAL IMPACT

None. For informational purposes.

RECOMMENDATION

Staff recommends the Board accept the FY2022 preliminary year-end financial report as presented.

PROPOSED MOTION

I move that the Board accept the FY2022 preliminary year-end financial report as presented.

**Salem Area Mass Transit District
Fiscal Year 2021-22 Financial Report**

**General Fund Revenues/Resources and
Expenses/Requirements Summary**

	Actual	Budget @ 6/30/22	FY2021-22 Adopted Budget	% of Budget		
1	<u>Operating Revenues/Resources</u>				1	
2	Passenger Fares	1,544,443	\$ 949,046	\$ 949,046	163%	2
3	Federal Funding	16,070,699	19,853,085	19,853,085	81%	3
4	STIF Formula	6,072,467	5,234,159	5,234,159	116%	4
6	Advertising	106,729	120,000	120,000	89%	6
7	Miscellaneous	467,651	435,365	435,365	107%	7
8	Property Taxes	14,179,013	13,024,148	13,024,148	109%	8
9	Oregon State In-Lieu	8,264,025	7,408,167	7,408,167	112%	9
11	Interest on Investments	158,924	222,280	222,280	71%	11
12	Renewable Gas Credits	193,430	220,000	220,000	88%	12
13	Operating Revenues/Resources Total	47,057,381	\$ 47,466,250	\$ 47,466,250	99%	13
14	<u>Operating Expenses/Requirements</u>				14	
15	General Manager/Board/Strategic Init.	\$ 1,297,871	\$ 1,510,827	\$ 1,510,827	86%	15
16	Administration	915,953	929,039	929,039	99%	16
17	Finance & Technology	2,991,684	3,517,371	3,517,371	85%	17
18	Marketing & Communications	1,667,281	2,281,654	2,281,654	73%	18
19	Operations	24,748,099	27,805,823	27,805,823	89%	19
20	Unallocated General Administration	1,095,758	1,252,425	1,252,425	87%	20
21	Operating Expenses/Requirements Total	\$ 32,716,646	\$ 37,297,139	\$ 37,297,139	88%	21

**Salem Area Mass Transit District
Fiscal Year 2021-22 Financial Report**

Transportation Programs Fund Revenues/Resources and Expenses/Requirements Summary		Actual	Budget @ 6/30/22	FY2021-22 Adopted Budget	% of Budget
1	<u>Transportation Fund Revenues/Resources</u>				1
2	Passenger Fares	\$ 319,238	\$ 233,584	\$ 233,584	137%
3	Federal Funds	2,027,645	2,454,701	2,454,701	83%
4	Cares Act	112,588	-	-	
5	State Funds	741,160	551,735	551,735	134%
6	Rideshare Grant	70,151	216,172	216,172	32%
7	TDM Grant	197,824	320,556	320,556	62%
8	DD53 Revenues	318,539	881,175	881,175	36%
9	STF Pass Through Funds	256,648	256,648	256,648	100%
11	STIF Formula Pass Through Funds	478,719	460,000	460,000	104%
12	STIF Formula	1,876,945	1,525,927	1,525,927	123%
14	Interest on Investments	5,867	5,500	5,500	107%
13	In kind match	-	38,869	38,869	0%
14	Transfers from Other Funds	-	4,967,238	4,967,238	0%
15	Transportation Fund Revenues/Resources Total	\$ 6,405,324	\$ 11,912,105	\$ 11,912,105	54%
16	<u>Transportation Fund Expenses/Requirements</u>				16
17	Communication	\$ 338,298	\$ 576,431	\$ 576,431	59%
18	Operations	6,519,429	9,114,815	9,114,815	72%
19	GM/Board/SIPM	402,008	718,648	718,648	56%
20	Transportation Fund Expenses/Requirements Total	\$ 7,259,735	\$ 10,409,894	\$ 10,409,894	70%

**Salem Area Mass Transit District
Fiscal Year 2021-22 Financial Report**

**Capital Project Fund Revenues/Resources
and Expenses/Requirements Summary**

			FY2021-22 Adopted			
	Actual	Budget @ 6/30/22	Budget	% of Budget		
1	Capital Revenues/Resources				1	
2	Federal Funding	\$ 1,585,430	\$ 13,121,068	\$ 13,121,068	12%	2
3	State STIF Funds	-	1,674,025	1,674,025	0%	3
4	Miscellaneous	189,093	268,682	268,682	70%	4
5	Transfers from Other Funds	-	3,263,044	3,263,044	0%	5
6	Capital Revenues/Resources Total	\$ 1,774,523	\$ 18,326,819	\$ 18,326,819	10%	6

Capital Expenses/Requirements Summary by

7	Division				7	
8	Finance	\$ 36,905	\$ 500,000	\$ 500,000	7%	8
9	Technology & Program Management	699,242	\$ 4,117,431	4,117,431	17%	9
10	Operations	2,276,330	\$ 14,040,705	14,040,705	16%	10
11	Capital Expenses/Requirements Total	\$ 3,012,477	\$ 18,658,136	\$ 18,658,136	16%	11

Finance	7%
Technology and Program Management	17%
Operations	16%



To: Board of Directors

From: DEI Board Subcommittee
Bobbi Kidd, Strategic Initiatives Administrator

Thru: Allan Pollock, General Manager

Date: Thursday, July 28, 2022

Subject: Diversity, Equity, and Inclusion Plan- Keen Independent Research

ISSUE

Shall the Board adopt the proposed Diversity, Equity, and Inclusion Strategic Plan prepared for the District by Keen Independent Research LLC?

BACKGROUND AND FINDINGS

The District engaged Keen Independent Research LLC (Keen Independent) in 2021 to assess equity and fairness in its personnel policies and practices through a diversity, equity, and inclusion (DEI) study, and develop a context-specific DEI Strategic Plan. The District aims to cultivate a more inclusive and equitable workplace for its staff and reaffirm its commitment to fairness and respect towards all members of the diverse Mid-Valley community.

This study began January 2021 and concluded in July 2022. Keen Independent obtained input from more than 300 employees, external stakeholders, riders, and other community members as part of this project. Over the course of the last year and a half, the study team utilized many research methods to gather information and data including:

- Focus groups with internal stakeholders;
- Virtual workshops with District staff, riders, and community members;
- Quantitative workforce disparity analysis;
- Evaluation of District policies, programs, practices, complaints, and budgets;
- Case studies of transit agencies' approach to local and state legislation engagement;
- Literature review of academic and non-academic resources; and

- Review of additional input via mail, designated telephone hotline and email address.

The Districts DEI Plan is organized in five parts:

- Key definitions
- Why diversity, equity, and inclusion?
- Summary of findings
- Recommendations, and
- Diversity, Equity, and Inclusion Strategic Plan

There are also 15 appendices (A-O) to support information found within the plan.

Final review of the Districts DEI Strategic Plan by the DEI subcommittee was on July 12th, 2022. The subcommittee had the opportunity to review the report provided by Keen Independent. Subcommittee members were able to ask questions and discuss results.

If adopted, staff will establish an action plan that will include a short term, mid-term, and long term plan to guide the District through implementation of the DEI Strategic Plan.

FINANCIAL IMPACT

The FY23 budget includes funds for year one activities.

RECOMMENDATION

The DEI Subcommittee recommends the Board adopt the Districts Diversity, Equity, and Inclusion Strategic Plan.

PROPOSED MOTION

I move that the Board adopt the Districts Diversity, Equity, and Inclusion Strategic Plan.

Results from Diversity, Equity and Inclusion Consulting Study



Presented by:

David Keen, Principal

Janine Kyritsis, Chief Listening Officer

Keen Independent Research LLC

100 Fillmore St., 5th Floor

Denver CO 80206

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Phoenix AZ 85004

303-385-8515

303-522-7298 (mobile)

dkeen@keenindependent.com

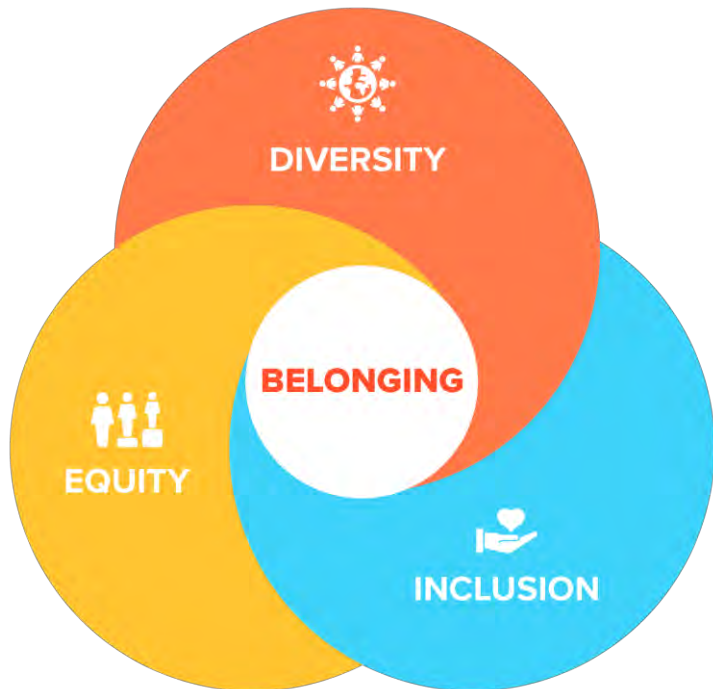
www.keenindependent.com

Presentation overview



1. Presentation overview
2. Why DEI?
3. Study approach
4. DEI strategic process
5. Study results and potential actions
6. Tentative plan

Why DEI?

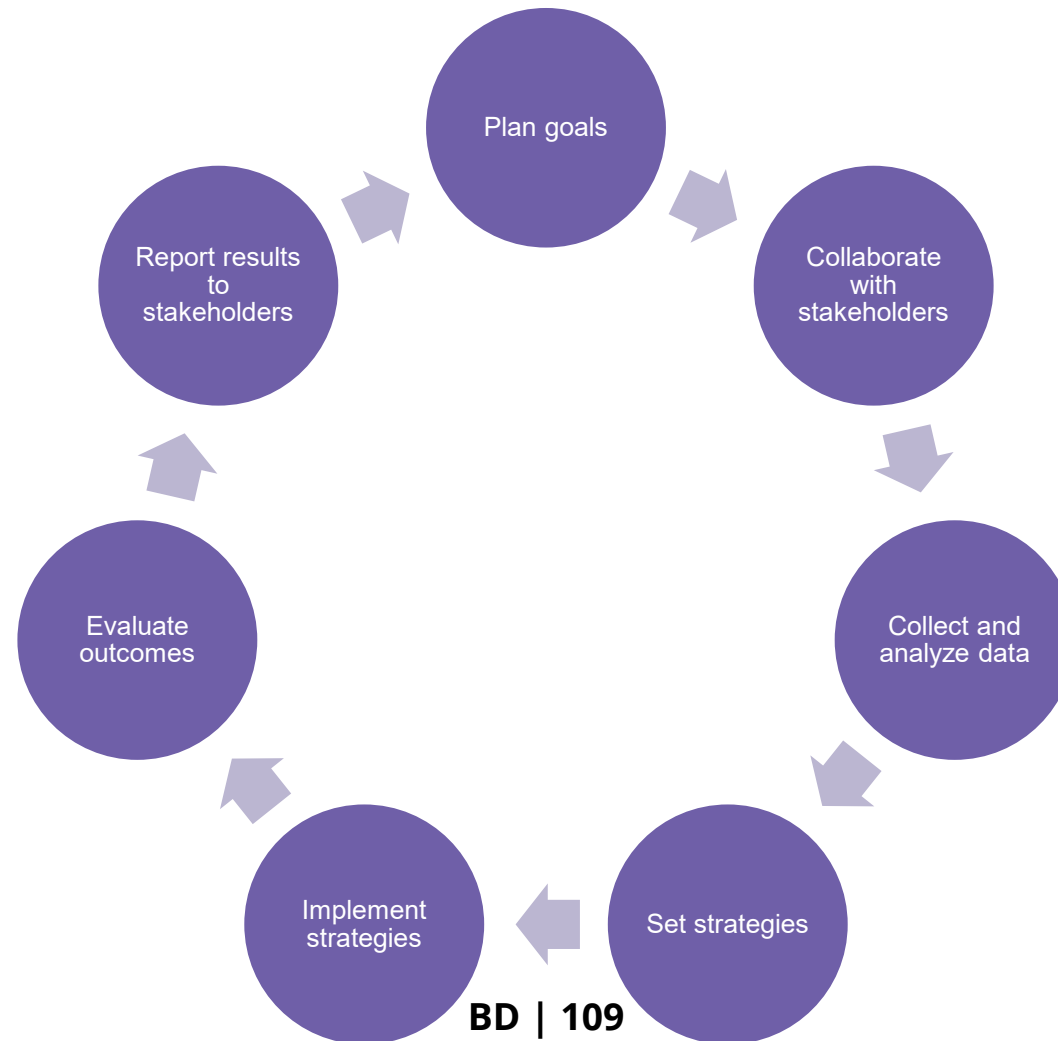


- It's the law
- Requirement to receive federal funding
- Part of the mission of the organization
- Expected by community stakeholders, riders and Cherrlots employees (based on study research)
- Fulfilling a responsibility to protect employees, riders and others
- Needed to attract and retain employees
- Increases innovative thinking and better decision-making
- Necessary to create a high-performing organization
- It's the right thing to do

Study approach

- Interviews, focus groups, virtual workshops and surveys with hundreds of employees, community members and riders
- Review of additional input via mail and designated telephone hotline and email address
- Quantitative analysis of workforce demographics and labor pool
- Evaluation of Cherriots policies, programs, practices, customer complaints and budgets
- Case studies of similar transit agencies
- Best practices literature review
- Collaboration with senior leadership and Board DEI Committee

Diversity, equity and inclusion strategic process



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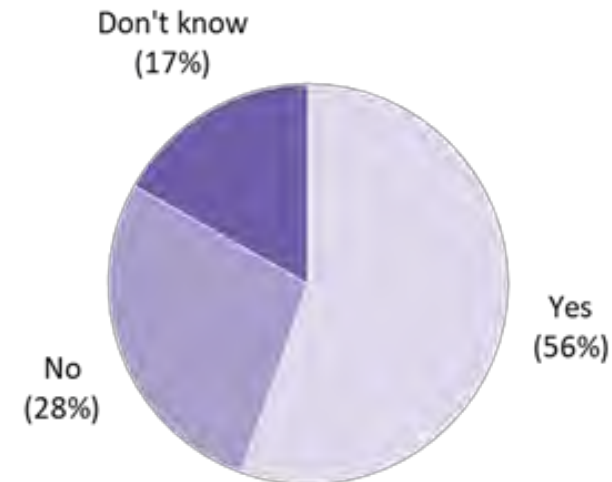
Results and recommendations

- A. Governance and community engagement
- B. Workforce
- C. Contracting
- D. Services provided to the community
- E. How services are delivered
- F. Internal and external communications

A. Governance — Summary of results

- Until three years ago, Board members were elected
- Cherriots now has more opportunity to recruit diverse candidates for the Board (Governor appointed)
- Opportunity for Board-appointed Citizen’s Advisory Committee to play stronger role in identifying and communicating DEI issues
- CAC and other citizen committees can act as pathways to serve on Board
- Issue of “burn-out” with community leaders asked to provide input and serve on groups (national issue)
- There are more topics where Cherriots Board could have an advocacy role
- Some (not all) SAMTD plans and policies recognize DEI

External respondents’ opinion on whether Cherriots should participate in law-making efforts related to transportation and mobility, 2021



A. Governance — Recommendations

1. Embrace Cherriots' key role in addressing equity in the community
2. Continue Board statements to community and staff regarding DEI
3. Continue work of Board DEI Committee, including review of progress on DEI efforts and framing board discussions in terms of DEI
4. Strengthen the Citizens Advisory Committee and utilize it as a pipeline for Board member recruitment
5. Hold one-time, low-commitment "listening sessions" with community members, which can serve to recruit CAC members
6. Encourage Budget Committee to embed DEI in budget review
7. Continue to embed DEI in all statements of purpose, from mission and values through strategic and operating plans
8. Advocate for transit-dependent populations and related issues beyond SAMTD

External stakeholder comments

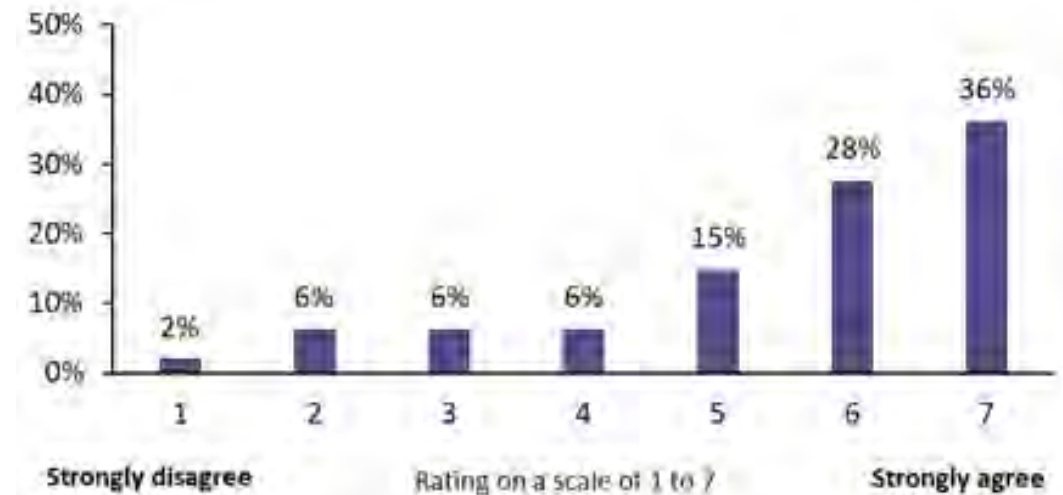
Cherriots is an important voice at the table when it comes to planning community transportation ...

Mission creep. Deal with your part of the transportation and mobility continuum where you are directly impacted.

B. Workforce — Summary of results

- Composition of SAMTD employees does not reflect community or local labor pool
 - In 2017, people of color (13%) and women (33%) were underrepresented at Cherriots, despite current outreach
 - Low rates of hiring and high rates of departure
 - Limited diversity often mentioned in employee comments
- Many reported they can “bring their whole selves to work,” but women were most of those who said they could not
- Some feedback about organizational close-mindedness
 - DEI not currently part of routine training
 - Some noted that the organization is “stuck in its old ways,” with inability to “see beyond what [is] believe[d] is possible”
- Some said Cherriots does not always treat employees fairly
- Limited reporting on employee demographics or feedback on DEI

Internal respondents’ opinion distribution on whether they can bring their whole selves to work, 2021



B. Workforce — Recommendations

1. Continue substantial ongoing efforts and policies to encourage and protect employees
2. Further expand recruitment of diverse groups for jobs where few diverse workers
 - Analyze representation by job
 - Develop additional (multilingual) recruitment materials and methods
 - Expand partnerships with community organizations
 - Present and distribute information in a culturally relevant manner
3. Build pipelines for jobs that currently show little diversity, working with schools and other groups
4. Review job descriptions to eliminate any barriers to hiring diverse employees
5. Continue to encourage representation of people of color and women in interview panels
6. Monitor rates of hiring, promotions and separations and explore reasons for any disparities
 - Develop annual reports that are reviewed by senior leadership
 - Regularly conduct employee surveys with DEI questions (and analyze results by group)

B. Workforce — Recommendations (continued)

7. As appropriate, discuss any potential barriers to DEI with union leadership
8. Build DEI into regular in-person employee and supervisor training, inclusive of represented employees (DEI principles should be routine)
9. Incorporate DEI objectives in leadership team performance reviews
10. Ensure strong informal complaints processes that minimize fear of retribution
11. Cultivate voluntary Employee Resource Groups (ERGs) that include represented and non-represented employees
12. Engage with employees through education, professionalization and empowerment
13. Continue to use exit interviews with departing staff to further improve policies, practices and programs

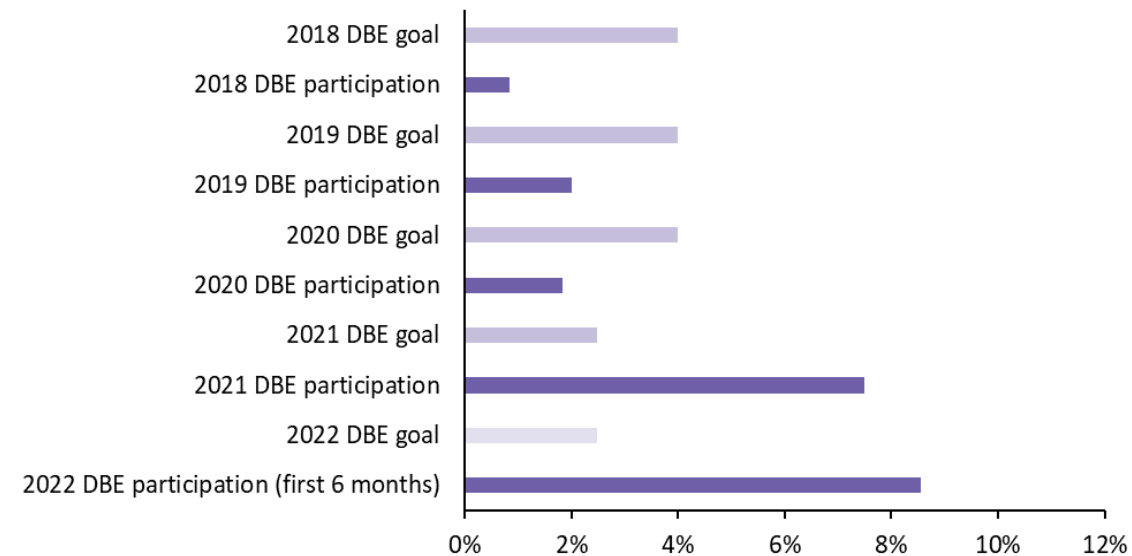
Internal stakeholder comment

... forming relationships with local middle and high schools to expose kids to possible future careers ... [donate] a couple of buses to a high school so they could train the kids on the mechanics and electronic systems used on the buses. Shop classes could be places for engine mechanics lessons. Internships should be offered to high school and college students to get them acquainted with Cherriots and the career possibilities.

C. Contracting — Summary of results

- In the past, Cherriots had low expectations and low results concerning participation of disadvantaged business enterprises (DBEs) in its procurement
 - Annual goals for DBE participation were 4% or less
 - DBEs obtained 2% or less of FTA-funded contracts in three years ending FFY 2020
- In FFY2021 and first six months of FFY2022, DBE participation increased to 7.5% and 8.5%
- Cherriots follows procurement practices that are standard for public agencies in Oregon
- Cherriots efforts to promote DBE participation mostly limited to outreach

DBE participation in Cherriots contracts FFY2018–FFY2022



C. Contracting – Recommendations

1. Partner with DBE Program activities of other agencies in Oregon (including TriMet)
 - Share lists of interested firms and participate in joint outreach
 - Introduce DBE contractors and vendors to Cherriots staff
2. Reach out to DBEs for bids for procurements under \$150,000
3. Communicate the overall DBE goal to prime contractors and request list of subcontractors for bids
4. Encourage representation of people of color and women in evaluation panels
5. Review contract specifications and evaluation criteria to minimize any barriers
6. Examine whether contractors (and subcontractors) are promptly paid
7. Consider conducting or participating in a transit-focused disparity study in Oregon
 - Develop future overall DBE goals based on data from a disparity study
 - Consider whether to implement DBE contract goals program based on study results
8. Strengthen DBE Program Plan, and develop a SBE Plan (for non-FTA-funded contracts)

D. Services provided — Summary of results

- Cherriots follows federal regulations for equity in transit service planning and delivery
- 2021 Cherriots analysis showed that 75% of historically marginalized populations have access to transit (stop within ¼ mile), higher than for other groups
- Most riders have very positive comments about Cherriots service (from survey as part of this study)
- Return to weekend service and longer service hours benefited transit-dependent groups
- Some routes with 15-minute frequency, but not all
- Current core model hinders ability to get riders across town (according to some staff)
- Financial resources constrain service delivery
- Many current and potential riders are persons with disabilities and many areas lack ADA accessible sidewalks, crosswalks and ramps

Internal stakeholder comment

Unlike Portland, our riders NEED to ride, this is not a luxury to avoid congested highways and urban surface streets. We need to reach the elderly, disabled and [those] in need of resources for [getting from place to place].

CAC member comment

I see a number of areas in town where ... there isn't a crosswalk. And you have to navigate down several blocks, to then get across the street and then to walk over to get to a bus stop or wherever you might be going.

External stakeholder comment

Connectivity to nearby towns where the cost of living is less.

D. Services provided — Recommendations

1. Continue to expand financial resources for Cherriots to be able to maintain and improve level of services throughout service area
2. Continue to consider options to better serve areas with lower-cost housing (often not downtown) and cross-town riders
3. Continue to work with local governments to address accessibility of portion of trip to bus stop
4. Consider new approaches to hear from underserved groups when making service decisions

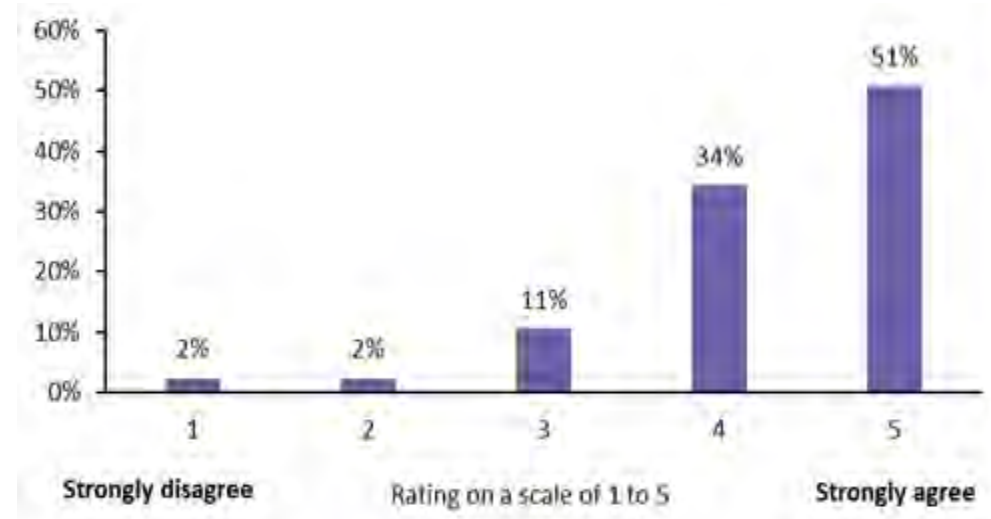
CAC member comment

The thing that concerns me is that the best transit that we have is towards the central part of the town ... if you're out on the fringes then it can be a long way to a bus stop ... in situations like now where we have reduced service 20 percent ... that has disenfranchised a good chunk of [people] in my part of town.

E. How services are delivered — Summary of results

- In rider surveys (including in this study), most have very positive comments about how they are served by Cherriots
- Only a few riders in this study reported that drivers were rude or unfair to members of marginalized communities
- Cherriots receives almost no formal complaints from riders
- Cherriots encounters some individuals who are under the influence, have mental health conditions or are houseless
- Public safety services are provided through staff specially trained in de-escalation policies
 - Private security company (staff dedicated to Cherriots)
 - Salem PD (direct access to officers familiar with Cherriots)
 - Other law enforcement
 - Transit operators (trained when to request assistance)
- Frequency of requests for police assistance and exclusions from bus service have substantially declined

Riders' opinion if Cherriots has a "good" relationship with the Salem-Keizer community, 2021



E. How services are delivered — Recommendations

1. Provide additional training to employees and supervisors about challenges around public safety issues and riders in distress
2. Add staffing and mobile component to private security contract to better respond to issues on busses
3. Strengthen relationships with law enforcement beyond Salem PD
4. Partner with social service organizations to address riders in distress

Internal stakeholder comment

An equitable public transit system should be clean, friendly, inviting, and safe for its community.

External stakeholder comment

The homeless can't afford \$4 for a day pass.

F. Internal and external communications — Summary of results

- Currently not fully telling the Cherriots story, including diversity among Board members and leadership
- Community members urged increased outreach by Cherriots regarding
 - DEI efforts
 - Services
 - Service changes

External stakeholder comment

Advertising via posters to be set up at the windows of each nonprofit agency.

Internal stakeholder comment

Be creative in reaching out. Go to them through flyer in electric bill, knocking on doors, info booth at neighborhood supermarket, and/or frequent the same social services they do. Do a ride along with Meals on Wheels.

F. Internal and external communications — Recommendations

1. Invest in telling the Cherriots story (including around DEI), highlighting changes and achievements
2. Expand multilingual communications
3. Evaluate communications for culturally conscious messaging, avoid tokenization
4. Seek stakeholder feedback on efforts and messaging
5. Seek out and learn from hard-to-reach community members who could use Cherriots but do not

External stakeholder comments

If more of the community knew the board presented much like the community, and at least some of its members expressed experiences as riders, they might feel more empowered to trust DEI processes, and participate moving forward.

Maybe visit community churches, social media for feedback.

It can be best communicated by actions, not words or press releases.



To: Board of Directors

From: Stephen Dickey, Director of Technology and Program Management
David Trimble, Deputy General Manager

Thru: Allan Pollock, General Manager

Date: July 28, 2022

Subject: South Salem Transit Center Final Site Selection

ISSUE

Shall the Board select a final site for the completion of a NEPA study that receives concurrence from the FTA in preparation for the development of the South Salem Transit Center from the three finalist sites approved at the June 23, 2022 board meeting?

BACKGROUND AND FINDINGS

At the June 23, 2022 board meeting, the Board approved the Final Site Selection Report which included the identification of three finalist sites. One piece of information was not available at that time and that was the final cost estimate provided by the team from Parametrix, Inc.

The Parametrix team has completed the development of this estimate and this information has now been provided to the Board (ATTACHMENT A). The estimate presents several scenarios that are intended to show the background behind the cost of full development as presented. The estimate also includes a detailed breakdown of the expenses associated with the project. It is important to note that all of the estimates as presented do not include:

- Any relocation costs for any business or residence,
- Any potential environmental mitigation measures,
- Land acquisition,
- Construction change orders,
- Operating and maintenance costs,
- District's financial, administrative, or legal expenses.

The table found in ATTACHMENT B provides a location description, pros and cons for each site, and a summary level breakdown of the cost estimate. ATTACHMENT C is a map that shows the boundaries of the three finalist sites.

As stated at the June 23, 2022 board meeting, there will be several more steps to complete before the overall project will be ready to open for operation. These steps include:

- The step taken at the July 28, 2022 board meeting which is the final evaluation by the Board of Directors and a determination of the final site to proceed with for developing the SSTC.
- The Board to take action to direct staff to proceed with the steps required for property acquisition which must begin with a NEPA study that receives concurrence from the Federal Transit Administration (FTA).
- Prepare and complete a solicitation for a consultant team to complete (*this step is underway and responses to the solicitation are due on August 1, 2022*):
 - a National Environmental Protection Act (NEPA) study (public outreach required),
 - assistance with the purchase process, and
 - complete design and engineering of the facility for construction (public outreach required).
- Complete a schematic design to support the NEPA study.
- Complete the NEPA study and submit it to the FTA for concurrence.
- Complete the FTA required process for an appraisal, and a review of that appraisal. These are also submitted to FTA for concurrence.
- Complete full design and engineering. This step will have significant staff involvement and input from the public.
- Bring the final design, and the construction estimate prepared by the consultant to the Board for approval.
- Use the final design and estimate to prepare a solicitation for construction.
- Award the construction contract and issue a notice to proceed.
- Obtain permits for construction and proceed with construction of the facility.
- Complete final inspections, and prepare to open the facility for operation.

In addition to the cost estimates provided for the July 28, 2022 board meeting, the SSTC Site Selection Study Final Report provided at the June 23, 2022 board meeting documents the full process involved in the site selection process and the rationale for the final recommendation of the sites identified in the study.

All of this information was considered and discussed during a board work session that was held on the same evening prior to the July 28, 2022 board meeting.

FINANCIAL IMPACT

None

RECOMMENDATION

Staff recommends the Board select a final site for the completion of a NEPA study that receives concurrence from the FTA in preparation for the development of the South Salem Transit Center from the three finalist sites approved at the June 23, 2022 board meeting.

PROPOSED MOTION

I move the Board select Site [] as the final site for the completion of a NEPA study that receives concurrence from FTA in preparation for the development of the South Salem Transit Center.

MEMORANDUM

DATE: July 13, 2022
TO: Salem Area Mass Transit District
FROM: Sam Daleo, PE
SUBJECT: Order of Magnitude Estimate (Class 5)
CC: Ryan Farncomb
PROJECT NUMBER: 274-5710-001
PROJECT NAME: South Salem Transit Center Site Selection Services

Purpose

The purpose of this memorandum is to document the cost estimating methodology and assumptions used in preparing the order of magnitude construction cost estimates for the proposed sites for the South Salem Transit Center Site Selection Services project. The basis of the cost estimates is summarized below:

Estimate Date:	July 13, 2022
Construction Cost Index (CCI) Number:	ENR CCI (June 2022)
Design Level:	1-5% Design
Estimate Type:	Class 5
Accuracy Level:	+30% to -15% (see below)

The following memorandum provides a description of the cost estimating methodology, overall costs, markups, assumptions, cost basis, and any excluded costs.

Methodology

The cost estimates are considered a Class 5 for the 1 to 5% conceptual design for the South Salem Transit Center Site Selection Services project. They are based upon the conceptual design drawings dated June 2022.

Costs are based on parametric costs and historical costs from other similar projects. For items known to exist but not yet defined in the project drawings, the estimate applies an allowance or uses a percentage of defined, related items.

The final costs of the project will depend on the site chosen, actual labor and material costs at the time of bid, actual site conditions, productivity, competitive market conditions, final project scope, final schedule, and other variable factors. As a result, the final project costs will vary from those presented herein. Because of these factors, funding needs must be carefully reviewed prior to making specific financial decisions or establishing final budgets.

Summary of Costs

The following is a summary of the estimated costs for each site. The base construction cost shown includes mobilization, contingency, and escalation. See the attached estimates for a breakdown of the costs included in the estimates.

Estimate Range

	Low Range	Estimate Range	High Range
Class 5	-15% to -50%	Baseline Cost	+30% to +100%
South Salem TC Site 8	\$8,793,900	\$10,345,700	\$13,449,400
<i>Construction Subtotal</i>	---	<i>\$5,700,100</i>	---
<i>Soft Costs Subtotal</i>	---	<i>\$4,645,600</i>	---
South Salem TC Site D	\$12,148,900	\$14,292,800	\$18,580,600
<i>Construction Subtotal</i>	---	<i>\$7,874,800</i>	---
<i>Soft Costs Subtotal</i>	---	<i>\$6,418,000</i>	---
South Salem TC Site F	\$8,779,400	\$10,352,200	\$13,457,900
<i>Construction Subtotal</i>	---	<i>\$5,703,700</i>	---
<i>Soft Costs Subtotal</i>	---	<i>\$4,648,500</i>	---

Markups

The table below summarizes various markups and soft costs applied to the cost estimates to develop the overall construction cost.

Markup Summary

Markup	Percentage
Mobilization/Demobilization (Markup)	10%
Project Management (Soft Cost)	5%
Engineering and Design (Soft Cost)	15%
Construction Management (Soft Cost)	12%
Permits (Soft Cost)	2%
Environmental Review (Soft Cost)	2.5%
Design Contingency (Soft Cost)	30% (Class 5 Order or Magnitude Estimate)
Market Conditions (Soft Cost)	15% (to account for inflation and volatility in material supply chains and in the labor market)

Assumptions

The following assumptions were used to develop the construction cost estimates:

General Assumptions:

1. The cost estimates assume that there are no contaminated materials onsite.
2. The cost estimates assume that removal of structures and obstructions, general excavation, and site preparation are a percentage of the construction bid items.
3. The cost estimates assume that drainage is a percentage of aggregate base courses, pavements, sidewalks, driveways, curbs, and gutters.
4. The cost estimates assume that signing and pavement markings are a percentage of roadway pavements.

5. The cost estimates assume that illumination is a percentage of roadway, sidewalk, plaza, and transit island pavements.
6. The cost estimates assume that electrical, communications, water service, and sanitary sewer service are a percentage of buildings and shelters.
7. Project management, permitting, and environmental review are markups applied to the construction subtotal for each site.
8. Stormwater facilities are assumed to occupy the entirety of the area shown on the conceptual design drawings for each site.
9. Plaza areas shown on the conceptual design drawings for each site are assumed to be comprised of 50% decorative pavement and 50% landscaping.
10. Quantities related to the future/optional park and ride areas shown on the conceptual design drawings for each site are included in the individual bid items, e.g., asphalt concrete pavement and concrete curb.
11. Shelter square foot costs (bus shelters, bike parking and repair station, and micro-mobility flex space) assume aluminum frame and glass shelters like those depicted in the September 2021 prototype drawings. The square footage used in the cost estimates is based on the footprints shown in the conceptual design drawings for each site.
12. Building square footage (operator break room and customer restroom) used in the cost estimates is based on the footprints shown in the conceptual drawings for each site.
13. Square footage for demolition of existing buildings is based on measurements taken from scaled Google Earth images.
14. The cost estimate for Site 8 assumes revisions to the location and operation of the signal will be necessary at the intersection of Commercial St SE and Wiltsey Rd SE.
15. The cost estimate for Site D assumes installation of a new intersection signal at the bus entrance to the transit facility.
16. The cost estimate for Site 8 assumes that the permitting allowance is sufficient to cover the “significant tree” removal permit fees for the White Oak trees located on the site. A premium on top of the clearing and grubbing allowance has been included for each White Oak tree to be removed. A nominal allowance has been included for preservation of the White Oak trees to remain on the site.
17. Construction impacts to Waln Creek, which runs along the west and south sides of Site F, are assumed to be minimal. The cost estimate assumes that the costs associated with protection and restoration of Waln Creek to be minimal.
18. The cost provided for the electric bus charging station assumes a battery electric bus inverted pantograph fast charging system.

Material Costs Sources

Various sources of cost data were used to develop the construction cost estimates. Where available, recent bid tab information was used to establish costs for bid items.

Excluded Costs

The Baseline conceptual cost estimates exclude costs for the Customer Restroom and Operator Break Room. The Baseline conceptual cost estimate for the Electric Bus Charging line item includes conduit, wiring, and electrical service only; charging cabinets, switchgear, and transformer are excluded. The Baseline conceptual cost estimates

for Site D and Site F also exclude costs associated with the future/optional park and ride areas shown in the conceptual design drawings dated June 2022. These costs are all included in the Full Build versions of the conceptual cost estimates.

The cost estimates are intended to represent the total project cost for each potential project site. The estimates exclude other owner costs which can include:

- Construction change-order contingency for changes during construction
- Land acquisition/easement (ROW) costs, including relocation
- Wetland delineation and mitigation
- Hazardous materials mitigation
- Operations and maintenance costs
- Client's financial, legal or administration costs

SSTC Baseline Conceptual Cost Estimate

		Project No.	274-5710-001			
Project Name						
South Salem Transit Center						
Location						
Site 8, Northeast Corner of Commercial St SE and Wiltsey Rd SE, Salem, OR						
Owner						
Salem Area Mass Transit District						
Estimated By: SLD		Checked By: MKW				
Date: June 24, 2022; Revised July 13, 2022		Date: June 27, 2022				
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL COST	
SSTC SITE 8						
1	Mobilization/Demobilization (Includes General Conditions, Bond, Insurance)	10	% of Items 2-36	LS	N/A	\$518,193
2	Temporary Protection And Direction Of Traffic	2	% of items 5-36	LS	N/A	\$99,652
3	Erosion Control	1	% of items 5-36	LS	N/A	\$49,826
4	Construction Survey Work	1	% of items 5-36	LS	N/A	\$49,826
5	Removal Of Structures And Obstructions (Includes Clearing and Grubbing)	1	% of items 10-29	LS	N/A	\$34,574
6	General Excavation (Includes Site and Roadway)	5	% of items 10-29	LS	N/A	\$172,869
7	Site Preparation (Includes Special Excavation, Leveling, Compaction, etc.)	2	% of items 10-29	LS	N/A	\$69,148
8	Removal of White Oak Trees	3		EA	\$5,000	\$15,000
9	Preservation of White Oak Trees (6 EA) (Includes Maintenance/Pruning)	1		LS	\$10,000	\$10,000
10	Drainage	3	% of items 12-22	LS	N/A	\$76,083
11	Water Quality (Stormwater Facility)	2,000		SY	\$177	\$354,000
12	Aggregate Base Course (Includes Pavement, Curb, Sidewalk, Driveway)	19,200		SY	\$24	\$460,800
13	Portland Cement Concrete Pavement	6,000		SY	\$136	\$816,000
14	Concrete Curb and Gutter	1000		LF	\$62	\$62,000
15	Concrete Curb (Bus Loop, 10-inch)	1000		LF	\$53	\$53,000
16	Concrete Curb (Parking Areas, 6-inch)	2,600		LF	\$43	\$111,800
17	Concrete Driveways	2,400		SF	\$18	\$43,200
18	Concrete Sidewalk	15,900		SF	\$10	\$159,000
19	Concrete Curb Ramps	9		EA	\$3,033	\$27,297
20	Asphalt Concrete Pavement (6-inch)	900		TON	\$155	\$139,500
21	Plaza Pavement (Decorative Sidewalk)	13,100		SF	\$15	\$196,500
22	Transit Island Pavement	46,700		SF	\$10	\$467,000
23	Landscaping (Includes Irrigation)	27,900		SF	\$7	\$195,300
24	Signing/Markings	1	% of items 13 and 20	LS	N/A	\$9,555
25	Illumination	2.5	% of items 13 and 20-22	LS	N/A	\$40,475
26	Intersection Signal Revisions	1		LS	\$100,000	\$100,000
27	Electrical/Communications	12	% of items 30 and 32-36	LS	N/A	\$145,865
28	Water Service	1	% of items 34 and 35	LS	N/A	\$0
29	Sanitary Sewer	1	% of items 34 and 35	LS	N/A	\$0
30	Bus Shelter (8 EA) (Includes Custom Steel Frame, Aluminum and Glass Cladding, and Foundation)	1,120		SF	\$325	\$364,000
31	Bike Racks	10		EA	\$811	\$8,110
32	Bike Parking and Repair Station (1 EA) (Includes Foundation)	850		SF	\$325	\$276,250
33	Micro-Mobility Flex Space (1 EA) (Includes Foundation)	675		SF	\$325	\$219,375
34	Customer Restroom/Water Station (1 EA) (Includes Foundation)	0		SF	\$600	\$0
35	Operator Break Room (1 EA) (Includes Foundation)	0		SF	\$800	\$0
36	Electric Bus Charging Station (1 EA) (Includes Wiring, Conduit, and Electrical Service Only)	1		LS	\$355,920	\$355,920
CONSTRUCTION SUBTOTAL SITE 8						\$5,700,100

SSTC Baseline Conceptual Cost Estimate

Project No.		274-5710-001				
Project Name						
South Salem Transit Center						
Location						
Site 8, Northeast Corner of Commercial St SE and Wiltsey Rd SE, Salem, OR						
Owner						
Salem Area Mass Transit District						
Estimated By: SLD		Checked By: MKW				
Date: June 24, 2022; Revised July 13, 2022		Date: June 27, 2022				
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL COST	
SSTC SITE 8						
37	Project Management	5	% of Items 1-36	LS	N/A	\$285,005
38	Engineering and Design	15	% of Items 1-36	LS	N/A	\$855,015
39	Construction Management	12	% of Items 1-36	LS	N/A	\$684,012
40	Permits	2	% of Items 1-36	LS	N/A	\$114,002
41	Environmental Review	2.5	% of Items 1-36	LS	N/A	\$142,503
42	Contingency (For Design Phase)	30	% of Items 1-36	LS	N/A	\$1,710,030
43	Market Conditions (Additional Contingency)	15	% of Items 1-36	LS	N/A	\$855,015
SOFT COSTS SUBTOTAL SITE 8						\$4,645,600
TOTAL PROJECT COST SITE 8						\$10,345,700

SSTC Full Build Conceptual Cost Estimate

Project Name		Project No.		274-5710-001		
South Salem Transit Center						
Location						
Site 8, Northeast Corner of Commercial St SE and Wiltsey Rd SE, Salem, OR						
Owner						
Salem Area Mass Transit District						
Estimated By:			Checked By:			
SLD			MKW			
Date:			Date:			
June 24, 2022; Revised July 13, 2022			June 27, 2022			
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL COST	
SSTC SITE 8						
1	Mobilization/Demobilization (Includes General Conditions, Bond, Insurance)	10	% of Items 2-36	LS	N/A	\$768,187
2	Temporary Protection And Direction Of Traffic	2	% of items 5-36	LS	N/A	\$147,728
3	Erosion Control	1	% of items 5-36	LS	N/A	\$73,864
4	Construction Survey Work	1	% of items 5-36	LS	N/A	\$73,864
5	Removal Of Structures And Obstructions (Includes Clearing and Grubbing)	1	% of items 10-29	LS	N/A	\$37,377
6	General Excavation (Includes Site and Roadway)	5	% of items 10-29	LS	N/A	\$186,885
7	Site Preparation (Includes Special Excavation, Leveling, Compaction, etc.)	2	% of items 10-29	LS	N/A	\$74,754
8	Removal of White Oak Trees	3		EA	\$5,000	\$15,000
9	Preservation of White Oak Trees (6 EA) (Includes Maintenance/Pruning)	1		LS	\$10,000	\$10,000
10	Drainage	3	% of items 12-22	LS	N/A	\$76,083
11	Water Quality (Stormwater Facility)	2,000		SY	\$177	\$354,000
12	Aggregate Base Course (Includes Pavement, Curb, Sidewalk, Driveway)	19,200		SY	\$24	\$460,800
13	Portland Cement Concrete Pavement	6,000		SY	\$136	\$816,000
14	Concrete Curb and Gutter	1000		LF	\$62	\$62,000
15	Concrete Curb (Bus Loop, 10-inch)	1000		LF	\$53	\$53,000
16	Concrete Curb (Parking Areas, 6-inch)	2,600		LF	\$43	\$111,800
17	Concrete Driveways	2,400		SF	\$18	\$43,200
18	Concrete Sidewalk	15,900		SF	\$10	\$159,000
19	Concrete Curb Ramps	9		EA	\$3,033	\$27,297
20	Asphalt Concrete Pavement (6-inch)	900		TON	\$155	\$139,500
21	Plaza Pavement (Decorative Sidewalk)	13,100		SF	\$15	\$196,500
22	Transit Island Pavement	46,700		SF	\$10	\$467,000
23	Landscaping (Includes Irrigation)	27,900		SF	\$7	\$195,300
24	Signing/Markings	1	% of items 13 and 20	LS	N/A	\$9,555
25	Illumination	2.5	% of items 13 and 20-22	LS	N/A	\$40,475
26	Intersection Signal Revisions	1		LS	\$100,000	\$100,000
27	Electrical/Communications	12	% of items 30 and 32-36	LS	N/A	\$397,991
28	Water Service	1	% of items 34 and 35	LS	N/A	\$14,098
29	Sanitary Sewer	1	% of items 34 and 35	LS	N/A	\$14,098
30	Bus Shelter (8 EA) (Includes Custom Steel Frame, Aluminum and Glass Cladding, and Foundation)	1,120		SF	\$325	\$364,000
31	Bike Racks	10		EA	\$811	\$8,110
32	Bike Parking and Repair Station (1 EA) (Includes Foundation)	850		SF	\$325	\$276,250
33	Micro-Mobility Flex Space (1 EA) (Includes Foundation)	675		SF	\$325	\$219,375
34	Customer Restroom/Water Station (1 EA) (Includes Foundation)	483		SF	\$600	\$289,800
35	Operator Break Room (1 EA) (Includes Foundation)	1,400		SF	\$800	\$1,120,000
36	Electric Bus Charging Station (1 EA) (Includes Charging Cabinets, Switchgear, Transformer)	1		LS	\$1,047,165	\$1,047,165
CONSTRUCTION SUBTOTAL SITE 8						\$8,450,100

SSTC Full Build Conceptual Cost Estimate

Project No.		274-5710-001				
Project Name						
South Salem Transit Center						
Location						
Site 8, Northeast Corner of Commercial St SE and Wiltsey Rd SE, Salem, OR						
Owner						
Salem Area Mass Transit District						
Estimated By: SLD		Checked By: MKW				
Date: June 24, 2022; Revised July 13, 2022		Date: June 27, 2022				
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL COST	
SSTC SITE 8						
37	Project Management	5	% of Items 1-36	LS	N/A	\$422,505
38	Engineering and Design	15	% of Items 1-36	LS	N/A	\$1,267,515
39	Construction Management	12	% of Items 1-36	LS	N/A	\$1,014,012
40	Permits	2	% of Items 1-36	LS	N/A	\$169,002
41	Environmental Review	2.5	% of Items 1-36	LS	N/A	\$211,253
42	Contingency (For Design Phase)	30	% of Items 1-36	LS	N/A	\$2,535,030
43	Market Conditions (Additional Contingency)	15	% of Items 1-36	LS	N/A	\$1,267,515
SOFT COSTS SUBTOTAL SITE 8						\$6,886,800
TOTAL PROJECT COST SITE 8						\$15,336,900

SSTC Baseline Conceptual Cost Estimate

Project Name		Project No.		274-5710-001		
South Salem Transit Center						
Location						
Site D, Southwest Corner of Commercial St SE and Fabry Rd SE, Salem, OR						
Owner						
Salem Area Mass Transit District						
Estimated By:			Checked By:			
SLD			MKW			
Date:			Date:			
June 24, 2022; Revised July 13, 2022			June 27, 2022			
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL COST	
SSTC SITE D						
1	Mobilization/Demobilization (Includes General Conditions, Bond, Insurance)	10	% of Items 2-38	LS	N/A	\$715,894
2	Temporary Protection And Direction Of Traffic	2	% of items 5-38	LS	N/A	\$137,672
3	Erosion Control	1	% of items 5-38	LS	N/A	\$68,836
4	Construction Survey Work	1	% of items 5-38	LS	N/A	\$68,836
5	Removal Of Structures And Obstructions (Includes Clearing and Grubbing)	1	% of items 9-31	LS	N/A	\$47,865
6	General Excavation (Includes Site and Roadway)	5	% of items 9-31	LS	N/A	\$239,323
7	Site Preparation (Includes Special Excavation, Leveling, Compaction, etc.)	2	% of items 9-31	LS	N/A	\$95,729
8	Demolition of Existing Buildings (Includes Abandonment/Removal of Subsurface Utilities)			24,800	SF	\$496,000
9	Drainage	10	% of items 11-24	LS	N/A	\$385,926
10	Water Quality (Stormwater Facility)			5,200	SY	\$910,000
11	Aggregate Base Course (Includes Pavement, Curb, Sidewalk, Driveway)			18,500	SY	\$444,000
12	Aggregate Base Course - Future/Optional Park and Ride (Includes Pavement, Curb, Sidewalk, Driveway)			0	SY	\$0
13	Portland Cement Concrete Pavement			6,400	SY	\$870,400
14	Concrete Curb and Gutter			1,200	LF	\$74,400
15	Concrete Curb (Bus Loop, 10-inch)			1,000	LF	\$53,000
16	Concrete Curb (Parking Areas, 6-inch)			3,900	LF	\$167,700
17	Concrete Curb (Parking Areas, 6-inch) - Future/Optional Park and Ride			0	LF	\$0
18	Concrete Driveways			3,300	SF	\$59,400
19	Concrete Sidewalk			33,600	SF	\$336,000
20	Concrete Curb Ramps			11	EA	\$33,363
21	Asphalt Concrete Pavement (6-inch)			900	TON	\$139,500
22	Asphalt Concrete Pavement (6-inch) - Future/Optional Park and Ride			0	TON	\$0
23	Plaza Pavement (Decorative Sidewalk)			17,500	SF	\$262,500
24	Transit Island Pavement			16,600	SF	\$166,000
25	Landscaping (Includes Irrigation)			49,000	SF	\$343,000
26	Signing/Markings	1	% of items 13 and 21	LS	N/A	\$10,099
27	Illumination	2.5	% of items 13 and 21-24	LS	N/A	\$35,960
28	Intersection Traffic Signal (Includes Signal Revisions at Surrounding Intersections)			1	LS	\$350,000
29	Electrical/Communications	12	% of items 32 and 34-38	LS	N/A	\$145,213
30	Water Service	1	% of items 36 and 37	LS	N/A	\$0
31	Sanitary Sewer	1	% of items 36 and 37	LS	N/A	\$0
32	Bus Shelter (8 EA) (Includes Custom Steel Frame, Aluminum and Glass Cladding, and Foundation)			1,120	SF	\$364,000
33	Bike Racks			10	EA	\$8,110
34	Bike Parking and Repair Station (1 EA) (Includes Foundation)			850	SF	\$276,250
35	Micro-Mobility Flex Space (1 EA) (Includes Foundation)			675	SF	\$219,375
36	Customer Restroom/Water Station (1 EA) (Includes Foundation)			0	SF	\$0
37	Operator Break Room (1 EA) (Includes Foundation)			0	SF	\$0
38	Electric Bus Charging Station (1 EA) (Includes Wiring, Conduit, and Electrical Service Only)			1	LS	\$350,480
CONSTRUCTION SUBTOTAL SITE D						\$7,874,800

SSTC Baseline Conceptual Cost Estimate

Project No.					274-5710-001	
Project Name						
South Salem Transit Center						
Location						
Site D, Southwest Corner of Commercial St SE and Fabry Rd SE, Salem, OR						
Owner						
Salem Area Mass Transit District						
Estimated By: SLD			Checked By: MKW			
Date: June 24, 2022; Revised July 13, 2022			Date: June 27, 2022			
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL COST	
SSTC SITE D						
39	Project Management	5	% of Items 1-38	LS	N/A	\$393,742
40	Engineering and Design	15	% of Items 1-38	LS	N/A	\$1,181,225
41	Construction Management	12	% of Items 1-38	LS	N/A	\$944,980
42	Permits	2	% of Items 1-38	LS	N/A	\$157,497
43	Environmental Review	2.5	% of Items 1-38	LS	N/A	\$196,871
44	Contingency (For Design Phase)	30	% of Items 1-38	LS	N/A	\$2,362,449
45	Market Conditions (Additional Contingency)	15	% of Items 1-38	LS	N/A	\$1,181,225
SOFT COSTS SUBTOTAL SITE D						\$6,418,000
TOTAL PROJECT COST SITE D						\$14,292,800

SSTC Full Build Conceptual Cost Estimate

				Project No.	274-5710-001		
Project Name							
South Salem Transit Center							
Location							
Site D, Southwest Corner of Commercial St SE and Fabry Rd SE, Salem, OR							
Owner							
Salem Area Mass Transit District							
Estimated By: SLD				Checked By: MKW			
Date: June 24, 2022; Revised July 13, 2022				Date: June 27, 2022			
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL COST		
SSTC SITE D							
1	Mobilization/Demobilization (Includes General Conditions, Bond, Insurance)	10	% of Items 2-38	LS	N/A	\$972,836	
2	Temporary Protection And Direction Of Traffic	2	% of items 5-38	LS	N/A	\$187,084	
3	Erosion Control	1	% of items 5-38	LS	N/A	\$93,542	
4	Construction Survey Work	1	% of items 5-38	LS	N/A	\$93,542	
5	Removal Of Structures And Obstructions (Includes Clearing and Grubbing)	1	% of items 9-31	LS	N/A	\$51,236	
6	General Excavation (Includes Site and Roadway)	5	% of items 9-31	LS	N/A	\$256,180	
7	Site Preparation (Includes Special Excavation, Leveling, Compaction, etc.)	2	% of items 9-31	LS	N/A	\$102,472	
8	Demolition of Existing Buildings (Includes Abandonment/Removal of Subsurface Utilities)			SF	\$20	\$496,000	
9	Drainage	10	% of items 11-24	LS	N/A	\$390,856	
10	Water Quality (Stormwater Facility)	5,200		SY	\$175	\$910,000	
11	Aggregate Base Course (Includes Pavement, Curb, Sidewalk, Driveway)	18,500		SY	\$24	\$444,000	
12	Aggregate Base Course - Future/Optional Park and Ride (Includes Pavement, Curb, Sidewalk, Driveway)	1,400		SY	\$24	\$33,600	
13	Portland Cement Concrete Pavement	6,400		SY	\$136	\$870,400	
14	Concrete Curb and Gutter	1,200		LF	\$62	\$74,400	
15	Concrete Curb (Bus Loop, 10-inch)	1,000		LF	\$53	\$53,000	
16	Concrete Curb (Parking Areas, 6-inch)	3,900		LF	\$43	\$167,700	
17	Concrete Curb (Parking Areas, 6-inch) - Future/Optional Park and Ride	500		LF	\$43	\$21,500	
18	Concrete Driveways	3,300		SF	\$18	\$59,400	
19	Concrete Sidewalk	33,600		SF	\$10	\$336,000	
20	Concrete Curb Ramps	11		EA	\$3,033	\$33,363	
21	Asphalt Concrete Pavement (6-inch)	900		TON	\$155	\$139,500	
22	Asphalt Concrete Pavement (6-inch) - Future/Optional Park and Ride	500		TON	\$155	\$77,500	
23	Plaza Pavement (Decorative Sidewalk)	17,500		SF	\$15	\$262,500	
24	Transit Island Pavement	16,600		SF	\$10	\$166,000	
25	Landscaping (Includes Irrigation)	37,100		SF	\$7	\$259,700	
26	Signing/Markings	1	% of items 13 and 21	LS	N/A	\$10,099	
27	Illumination	2.5	% of items 13 and 21-24	LS	N/A	\$37,898	
28	Intersection Traffic Signal (Includes Signal Revisions at Surrounding Intersections)	1		LS	\$350,000	\$350,000	
29	Electrical/Communications	12	% of items 32 and 34-38	LS	N/A	\$397,991	
30	Water Service	1	% of items 36 and 37	LS	N/A	\$14,098	
31	Sanitary Sewer	1	% of items 36 and 37	LS	N/A	\$14,098	
32	Bus Shelter (8 EA) (Includes Custom Steel Frame, Aluminum and Glass Cladding, and Foundation)	1,120		SF	\$325	\$364,000	
33	Bike Racks	10		EA	\$811	\$8,110	
34	Bike Parking and Repair Station (1 EA) (Includes Foundation)	850		SF	\$325	\$276,250	
35	Micro-Mobility Flex Space (1 EA) (Includes Foundation)	675		SF	\$325	\$219,375	
36	Customer Restroom/Water Station (1 EA) (Includes Foundation)	483		SF	\$600	\$289,800	
37	Operator Break Room (1 EA) (Includes Foundation)	1,400		SF	\$800	\$1,120,000	
38	Electric Bus Charging Station (1 EA) (Includes Charging Cabinets, Switchgear, Transformer)	1		LS	\$1,047,165	\$1,047,165	
CONSTRUCTION SUBTOTAL SITE D							\$10,701,200

SSTC Full Build Conceptual Cost Estimate

Project No.					274-5710-001	
Project Name						
South Salem Transit Center						
Location						
Site D, Southwest Corner of Commercial St SE and Fabry Rd SE, Salem, OR						
Owner						
Salem Area Mass Transit District						
Estimated By: SLD			Checked By: MKW			
Date: June 24, 2022; Revised July 13, 2022			Date: June 27, 2022			
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL COST	
SSTC SITE D						
39	Project Management	5	% of Items 1-38	LS	N/A	\$535,060
40	Engineering and Design	15	% of Items 1-38	LS	N/A	\$1,605,179
41	Construction Management	12	% of Items 1-38	LS	N/A	\$1,284,143
42	Permits	2	% of Items 1-38	LS	N/A	\$214,024
43	Environmental Review	2.5	% of Items 1-38	LS	N/A	\$267,530
44	Contingency (For Design Phase)	30	% of Items 1-38	LS	N/A	\$3,210,358
45	Market Conditions (Additional Contingency)	15	% of Items 1-38	LS	N/A	\$1,605,179
SOFT COSTS SUBTOTAL SITE D						\$8,721,500
TOTAL PROJECT COST SITE D						\$19,422,700

SSTC Baseline Conceptual Cost Estimate

Project Name		Project No.				
South Salem Transit Center		274-5710-001				
Location						
Site F, Northwest Corner of Commercial St SE and Willsey Rd SE, Salem, OR						
Owner						
Salem Area Mass Transit District						
Estimated By:		Checked By:				
SLD		MKW				
Date:		Date:				
June 24, 2022; Revised July 13, 2022		June 27, 2022				
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL COST	
SSTC SITE F						
1	Mobilization/Demobilization (Includes General Conditions, Bond, Insurance)	10	% of Items 2-39	LS	N/A	\$518,517
2	Temporary Protection And Direction Of Traffic	2	% of items 5-39	LS	N/A	\$99,715
3	Erosion Control	1	% of items 5-39	LS	N/A	\$49,857
4	Construction Survey Work	1	% of items 5-39	LS	N/A	\$49,857
5	Removal Of Structures And Obstructions (Includes Clearing and Grubbing)	1	% of items 10-32	LS	N/A	\$32,561
6	General Excavation (Includes Site and Roadway)	5	% of items 10-32	LS	N/A	\$162,804
7	Site Preparation (Includes Special Excavation, Leveling, Compaction, etc.)	2	% of items 10-32	LS	N/A	\$65,122
8	Demolition of Existing Buildings (Includes Abandonment/Removal of Subsurface Utilities)			SF	\$20	\$240,000
9	Protection/Restoration of Waln Creek	1		LS	\$10,000	\$10,000
10	Drainage	10	% of items 12-25	LS	N/A	\$270,210
11	Water Quality (Stormwater Facility)	1,100		SY	\$175	\$192,500
12	Aggregate Base Course (Includes Pavement, Curb, Sidewalk, Driveway)	16,400		SY	\$24	\$393,600
13	Aggregate Base Course - Future/Optional Park and Ride (Includes Pavement, Curb, Sidewalk, Driveway)	0		SY	\$24	\$0
14	Portland Cement Concrete Pavement	4,400		SY	\$136	\$598,400
15	Concrete Curb and Gutter	1,200		LF	\$62	\$74,400
16	Concrete Curb (Bus Loop, 10-inch)	800		LF	\$53	\$42,400
17	Concrete Curb (Parking Areas, 6-inch)	2,400		LF	\$43	\$103,200
18	Concrete Curb (Parking Areas, 6-inch) - Future/Optional Park and Ride	0		LF	\$43	\$0
19	Concrete Driveways	3,200		SF	\$18	\$57,600
20	Concrete Sidewalk	22,900		SF	\$10	\$229,000
21	Concrete Curb Ramps	9		EA	\$3,033	\$27,297
22	Asphalt Concrete Pavement (6-inch)	800		TON	\$155	\$124,000
23	Asphalt Concrete Pavement (6-inch) - Future/Optional Park and Ride	0		TON	\$155	\$0
24	Plaza Pavement (Decorative Sidewalk)	13,500		SF	\$15	\$202,500
25	Transit Island Pavement	32,400		SF	\$10	\$324,000
26	Landscaping (Includes Irrigation)	47,600		SF	\$7	\$333,200
27	Signing/Markings	1	% of items 14 and 22	LS	N/A	\$7,224
28	Illumination	2.5	% of items 14 and 22-25	LS	N/A	\$31,223
29	Intersection Signal Revisions	1		LS	\$100,000	\$100,000
30	Electrical/Communications	12	% of items 33 and 35-39	LS	N/A	\$145,328
31	Water Service	1	% of items 37 and 38	LS	N/A	\$0
32	Sanitary Sewer	1	% of items 37 and 38	LS	N/A	\$0
33	Bus Shelter (8 EA) (Includes Custom Steel Frame, Aluminum and Glass Cladding, and Foundation)	1,120		SF	\$325	\$364,000
34	Bike Racks	10		EA	\$811	\$8,110
35	Bike Parking and Repair Station (1 EA) (Includes Foundation)	850		SF	\$325	\$276,250
36	Micro-Mobility Flex Space (1 EA) (Includes Foundation)	675		SF	\$325	\$219,375
37	Customer Restroom/Water Station (1 EA) (Includes Foundation)	0		SF	\$600	\$0
38	Operator Break Room (1 EA) (Includes Foundation)	0		SF	\$800	\$0
39	Electric Bus Charging Station (1 EA) (Includes Wiring, Conduit, and Electrical Service Only)	1		LS	\$351,440	\$351,440
CONSTRUCTION SUBTOTAL SITE F						\$5,703,700

SSTC Baseline Conceptual Cost Estimate

Project No.		274-5710-001				
Project Name						
South Salem Transit Center						
Location						
Site F, Northwest Corner of Commercial St SE and Willsey Rd SE, Salem, OR						
Owner						
Salem Area Mass Transit District						
Estimated By: SLD			Checked By: MKW			
Date: June 24, 2022; Revised July 13, 2022			Date: June 27, 2022			
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL COST	
SSTC SITE F						
40	Project Management	5	% of Items 1-39	LS	N/A	\$285,184
41	Engineering and Design	15	% of Items 1-39	LS	N/A	\$855,553
42	Construction Management	12	% of Items 1-39	LS	N/A	\$684,443
43	Permits	2	% of Items 1-39	LS	N/A	\$114,074
44	Environmental Review	2.5	% of Items 1-39	LS	N/A	\$142,592
45	Contingency (For Design Phase)	30	% of Items 1-39	LS	N/A	\$1,711,107
46	Market Conditions (Additional Contingency)	15	% of Items 1-39	LS	N/A	\$855,553
SOFT COSTS SUBTOTAL SITE F						\$4,648,500
TOTAL PROJECT COST SITE F						\$10,352,200

SSTC Full Build Conceptual Cost Estimate

Project Name		Project No.				
South Salem Transit Center		274-5710-001				
Location						
Site F, Northwest Corner of Commercial St SE and Willsey Rd SE, Salem, OR						
Owner						
Salem Area Mass Transit District						
Estimated By:		Checked By:				
SLD		MKW				
Date:		Date:				
June 24, 2022; Revised July 13, 2022		June 27, 2022				
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL COST	
SSTC SITE F						
1	Mobilization/Demobilization (Includes General Conditions, Bond, Insurance)	10	% of Items 2-39	LS	N/A	\$710,384
2	Temporary Protection And Direction Of Traffic	2	% of items 5-39	LS	N/A	\$136,612
3	Erosion Control	1	% of items 5-39	LS	N/A	\$68,306
4	Construction Survey Work	1	% of items 5-39	LS	N/A	\$68,306
5	Removal Of Structures And Obstructions (Includes Clearing and Grubbing)	1	% of items 10-32	LS	N/A	\$35,246
6	General Excavation (Includes Site and Roadway)	5	% of items 10-32	LS	N/A	\$176,228
7	Site Preparation (Includes Special Excavation, Leveling, Compaction, etc.)	2	% of items 10-32	LS	N/A	\$70,491
8	Demolition of Existing Buildings (Includes Abandonment/Removal of Subsurface Utilities)	12,000		SF	\$20	\$240,000
9	Protection/Restoration of Waln Creek	1		LS	\$10,000	\$10,000
10	Drainage	10	% of items 12-25	LS	N/A	\$275,880
11	Water Quality (Stormwater Facility)	1,100		SY	\$175	\$192,500
12	Aggregate Base Course (Includes Pavement, Curb, Sidewalk, Driveway)	16,400		SY	\$24	\$393,600
13	Aggregate Base Course - Future/Optional Park and Ride (Includes Pavement, Curb, Sidewalk, Driveway)	1,700		SY	\$24	\$40,800
14	Portland Cement Concrete Pavement	4,400		SY	\$136	\$598,400
15	Concrete Curb and Gutter	1,200		LF	\$62	\$74,400
16	Concrete Curb (Bus Loop, 10-inch)	800		LF	\$53	\$42,400
17	Concrete Curb (Parking Areas, 6-inch)	600		LF	\$43	\$25,800
18	Concrete Curb (Parking Areas, 6-inch) - Future/Optional Park and Ride	2,400		LF	\$43	\$103,200
19	Concrete Driveways	3,200		SF	\$18	\$57,600
20	Concrete Sidewalk	22,900		SF	\$10	\$229,000
21	Concrete Curb Ramps	9		EA	\$3,033	\$27,297
22	Asphalt Concrete Pavement (6-inch)	800		TON	\$155	\$124,000
23	Asphalt Concrete Pavement (6-inch) - Future/Optional Park and Ride	600		TON	\$155	\$93,000
24	Plaza Pavement (Decorative Sidewalk)	13,500		SF	\$15	\$202,500
25	Transit Island Pavement	32,400		SF	\$10	\$324,000
26	Landscaping (Includes Irrigation)	32,900		SF	\$7	\$230,300
27	Signing/Markings	1	% of items 14 and 22	LS	N/A	\$7,224
28	Illumination	2.5	% of items 14 and 22-25	LS	N/A	\$33,548
29	Intersection Signal Revisions	1		LS	\$100,000	\$100,000
30	Electrical/Communications	12	% of items 33 and 35-39	LS	N/A	\$331,919
31	Water Service	1	% of items 37 and 38	LS	N/A	\$8,592
32	Sanitary Sewer	1	% of items 37 and 38	LS	N/A	\$8,592
33	Bus Shelter (8 EA) (Includes Custom Steel Frame, Aluminum and Glass Cladding, and Foundation)	1,120		SF	\$325	\$364,000
34	Bike Racks	10		EA	\$811	\$8,110
35	Bike Parking and Repair Station (1 EA) (Includes Foundation)	850		SF	\$325	\$276,250
36	Micro-Mobility Flex Space (1 EA) (Includes Foundation)	675		SF	\$325	\$219,375
37	Customer Restroom/Water Station (1 EA) (Includes Foundation)	360		SF	\$600	\$216,000
38	Operator Break Room (1 EA) (Includes Foundation)	804		SF	\$800	\$643,200
39	Electric Bus Charging Station (1 EA) (Includes Charging Cabinets, Switchgear, Transformer)	1		LS	\$1,047,165	\$1,047,165
CONSTRUCTION SUBTOTAL SITE F						\$7,814,200

SSTC Full Build Conceptual Cost Estimate

Project No.					274-5710-001	
Project Name						
South Salem Transit Center						
Location						
Site F, Northwest Corner of Commercial St SE and Wiltsey Rd SE, Salem, OR						
Owner						
Salem Area Mass Transit District						
Estimated By: SLD				Checked By: MKW		
Date: June 24, 2022; Revised July 13, 2022				Date: June 27, 2022		
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL COST	
SSTC SITE F						
40	Project Management	5	% of Items 1-39	LS	N/A	\$390,711
41	Engineering and Design	15	% of Items 1-39	LS	N/A	\$1,172,134
42	Construction Management	12	% of Items 1-39	LS	N/A	\$937,707
43	Permits	2	% of Items 1-39	LS	N/A	\$156,284
44	Environmental Review	2.5	% of Items 1-39	LS	N/A	\$195,356
45	Contingency (For Design Phase)	30	% of Items 1-39	LS	N/A	\$2,344,267
46	Market Conditions (Additional Contingency)	15	% of Items 1-39	LS	N/A	\$1,172,134
SOFT COSTS SUBTOTAL SITE F						\$6,368,600
TOTAL PROJECT COST SITE F						\$14,182,800

ATTACHMENT B

	Site 8	Site d	Site f
Location Description	Vacant parcel located on the northeast corner of the intersection of Commercial Street SE, and Wiltsey Road SE.	Developed group of parcels on the northwest corner of Commercial Street SE, and Wiltsey Road SE.	Developed group of parcels just south of Fabry Road SE, on the west side of Commercial Street SE.
Pros	Undeveloped property, no relocations, good access to signalized intersection on Commercial Street SE, adequate size with room for flexibility, willing seller.	Adequate size, reasonable access to signalized intersection on Commercial Street SE.	Adequate size, a little further north.
Cons	A little further south than preferred, some protected tree species that will need to be addressed in design, some slope to the property (minor amount), current owner wants to retain a portion for development (appears to be compatible with transit center conceptual design).	A little further south than preferred, displacement/relocation of multiple businesses, additional demolition costs, potential limitations due to Waln Creek proximity, access to signal not as preferred, property owner expressed concerns over loss of income property (likely to not be a willing seller).	Displacement/relocation of multiple businesses, potential environmental issues related to one existing business, one potential residential relocation, access to the signalized intersection may not work due to distance from the corner, multiple property owners that can complicate negotiations and successful acquisition.
Base Construction Cost*	\$ 5,700,100	\$ 7,874,800	\$ 5,703,700
With design and market contingencies**	\$ 8,265,145	\$ 11,418,474	\$ 8,270,360
Full build as shown in the prototypical design from the site selection study.+	\$ 13,449,400	\$ 18,580,600	\$ 13,457,900

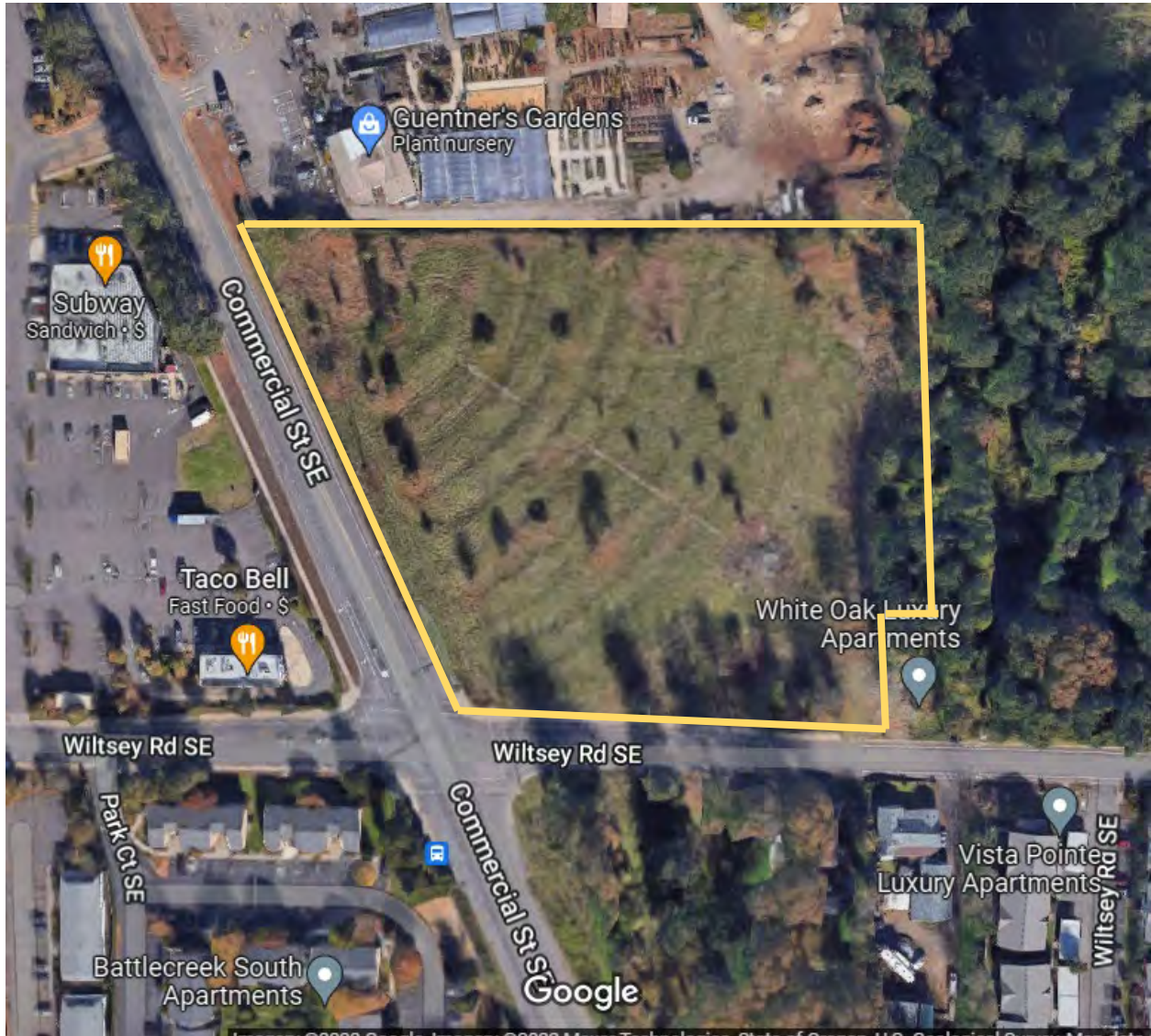
*Construction cost only, no contingency

**Design 30%, market 15%, and does not include the cost of relocation of existing businesses

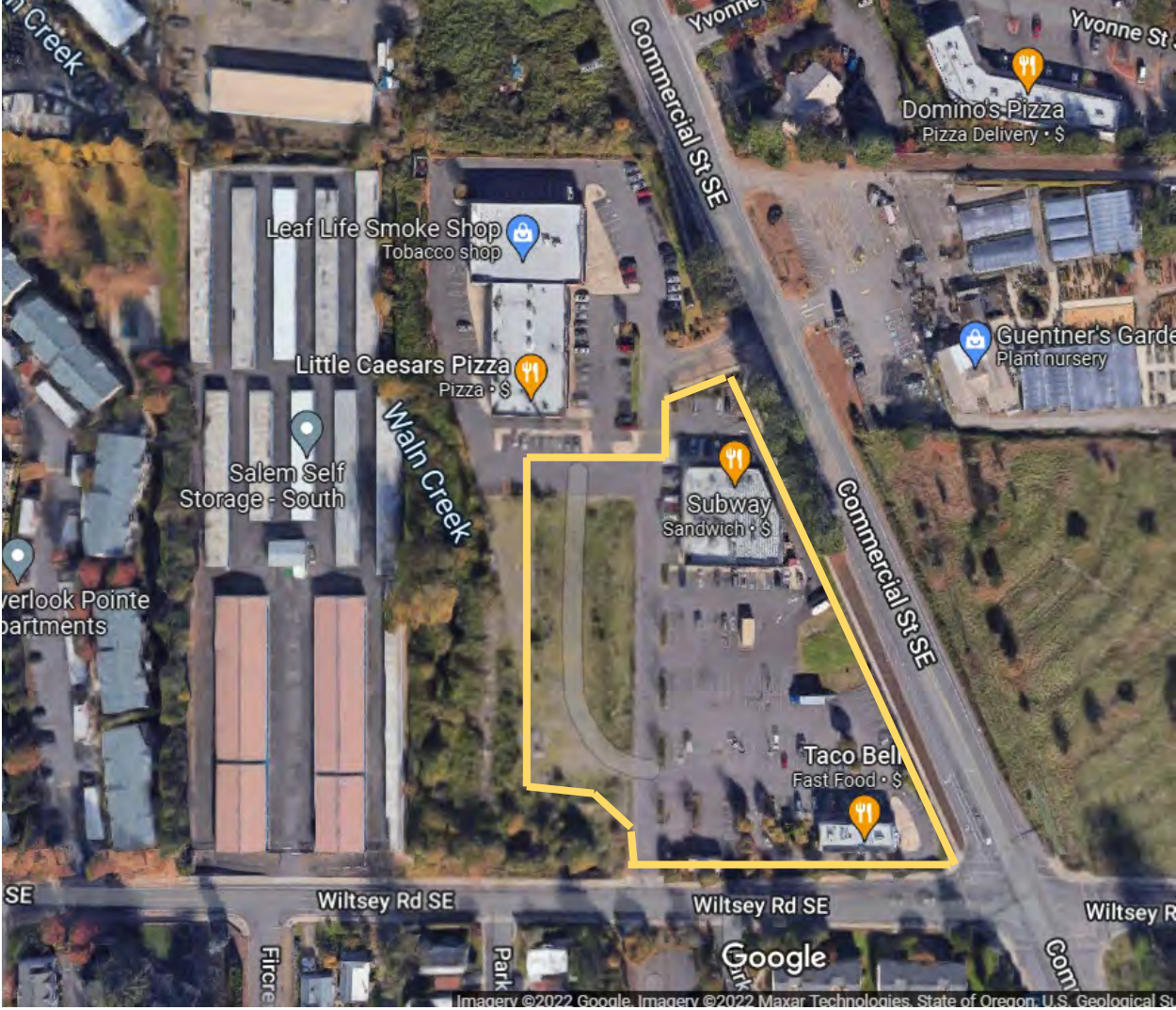
+Excludes relocation costs and other non construction costs

ATTACHMENT C

Site 8



Site d



Site f





To: Board of Directors

From: Allan Pollock, General Manager

Date: July 28, 2022

Subject: Board Member Committee Report

ISSUE

Shall the Board report on their activities and committee assignments as representatives of Salem Area Mass Transit District?

BACKGROUND AND FINDINGS

Board members are appointed to local, regional, or national committees. Board members also present testimony at public hearings on specific issues as the need arises on behalf of SAMTD. Board members may take this opportunity to report committee updates or on any meetings or items of note relating to District business.

Subdistrict 1 Director Nguyen	Diversity, Equity, and Inclusion Committee West Salem Business Association
Subdistrict 2 Director Navarro	Keizer Chamber of Commerce Forum Keizer Chamber Government Affairs Committee State Transportation Improvement Fund Advisory Committee
Subdistrict 3 Director Carney	Salem-Keizer Area Transportation Study (SKATS)
Subdistrict 4 Director Hinojos Pressey	Citizens Advisory Committee
Subdistrict 5 President Davidson	Mid-Willamette Valley Council of Governments (MWVCOG) Mid-Willamette Area Commission on Transportation (MWACT) Salem Chamber Public Policy Committee
Subdistrict 6 Director Duncan	SEDCOR
Subdistrict 7 VACANT	